

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 8, 1998, IN THE ELLIOTT ROOM,
UNIVERSITY CLUB, MARVIN CENTER

The first meeting of the new session was called to order by President Trachtenberg at 2:15 p.m.

Present: President Trachtenberg, Vice President Lehman, Registrar Selinsky, and Parliamentarian Pagel; Dean Futrell and Mazzuchi; Professors Agnew, Boswell, Captain, Gallo, Granger, Griffith, Gupta, Harrington, Hoare, Johnston, Loew, Lynch, McAleavey, Mergen, Nagy, Robinson, Silber, Simon, Sodaro, and Yezer

Absent: Deans Friedenthal, Harding, Kee, Keimowitz, Lefton, and Riegelman; Professors Berkowitz, Cawley, Harrald, Peroni, Wilmarth, and Wirtz

INTRODUCTION OF NEW SENATE MEMBERS

President Trachtenberg introduced the following new members of the Senate: Professors Bernard M. Mergen, Carol H. Hoare, Thomas J. Nagy, Murray H. Loew, and Linda L. Gallo. (Professors Berkowitz and Wilmarth were not present.) Re-elected Senate members were Professors Hugh L. Agnew, Yvonne Captain, William B. Griffith, Robert J. Harrington, Gerald P. Johnston, and Lilien F. Robinson.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of April 10, 1998, were approved as distributed.

INTRODUCTION OF RESOLUTIONS

RESOLUTION 98/1, "A RESOLUTION OF APPRECIATION FOR MS. DORIS D. TRONE, COORDINATOR OF FACULTY SENATE ACTIVITIES"

President Trachtenberg introduced "A Resolution of Appreciation" for Ms. Doris D. Trone for her 25 years of service as Coordinator of Faculty Senate Activities. The President then read the Resolution of Appreciation and presented it to Ms. Trone who received a standing ovation. Ms. Trone thanked the Faculty Senate for its kind acknowledgment. (Resolution 98/1 is attached.)

REPORTSI. SPECIAL REPORT ON FIVE-YEAR FINANCIAL AND ENROLLMENT DATA BY PROFESSOR WILLIAM B. GRIFFITH, CHAIR, FISCAL PLANNING AND BUDGETING COMMITTEE

Professor Griffith explained that the Special Report was prepared by the Fiscal Planning and Budgeting Committee based on information and data provided to the Committee by the Treasurer's Office. The Committee traditionally has used this Special Report format to inform the Faculty Senate and the Faculty as a whole on budgetary and planning information since the Treasurer's Office does not report such data directly to the Faculty Senate. In looking at the data in the report, he said that overall the University would appear to be financially in quite good shape, but the chief concern of the Committee has been whether or not an adequate share of the University's budget goes to more strictly academic purposes, such as instruction and libraries, as opposed to general expenses, like student services and "bricks and mortar."

Professor Griffith then referred to the following tables with brief remarks:

(A) Tables 1 & 2: University Income & Revenue Statement and Combined Balance Sheet: These Tables represent a healthy picture. The total revenue of the University (excluding Medical) considerably exceeds the expenditures year by year. The Balance Sheet data includes the total University, and net assets are now at \$775 million which is up considerably from earlier years.

(B) Table 6: FY 1999 Planned Budget Increases: This Table reflects allocations to the top budget priorities that the University made in its budget decisions for this year. Despite the fact that the University is running a budget surplus, it should be noted that the University is unwilling to fund fully even top academic priorities.

(C) Table 9: Enrollment Comparison with Market Basket Schools: Regarding the market basket schools overall, GW's growth in enrollment is at a faster rate than any of the other schools, driven largely by the rise in the undergraduate enrollment. However, a concern on the part of the FP&B Committee is whether or not adequate resources are following that growth.

(D) Tables 3 & 8: VA Campus Income/Expense Statement and Student Enrollment Data: The Virginia campus is no longer requiring operating support from the University and is now beginning to pay down its debt. Table 8 pertains to the overall off-campus enrollment which has grown substantially. This is something that bears watching because to some extent on-campus programs compete with the proliferation of off-campus programs.

(E) Table 5: Mount Vernon College Financial Report & Budget Projections: By 2002 the University will have invested about \$24.5 million in the Mount Vernon campus, and the plan calculates that the expected revenue should then begin to meet operating expenses, if it works. The target number for FY '98 is 150 deposits, and 75 have been received thus far.

(F) Table 7: Technology Funding: The initial plan for upgrading technology called for funding of approximately \$25 million with some \$2.5 million coming from the endowment per year and about \$2.5 million to be taken from the operating budget. The new plan begins to raise the level of funding to a total of \$39 million. Although the payout from the endowment will increase by \$1 million each year, the strain on the operating budget will increase also, driving its share up to \$6.5 million by the Fiscal Year 2002. There will be a technology fee imposed to pay for some of this funding, but the details are not known at this time.

(G) Tables 10 & 4: Endowment Value Comparison with Market Basket Schools and Endowment Value & Payout: The rise in the value of the University's endowment has been very remarkable with only two or three other schools whose endowments have risen more in value. The FP&B Committee looked at the question of how much of the endowment the University is drawing down annually to fund operations. Although GW's payout rate may be a little in excess of other endowments' payouts, the Committee did not think this was a matter of concern because of the growth of GW's endowment. The monies are being used for what seem to be various important purposes.

(H) Tables 11 & 12: Proposed Five-Year Capital Budget and FY 98 Five-Year Capital Budget Summary: The base capital budget is devoted mainly to the kinds of investment in upkeep, small upgrades, and remodeling that need to be done. The base capital budget is very high this year, but it levels out at about \$5-6 million in the out years. The major development projects are considerably higher and a great part of this is being paid for by an increase in indebtedness. Table 12 indicates where the money is going and how it looks for the out years from 1997-02. Last year and this year the University already has a considerable amount invested in the Health and Wellness Center and in the immediate future is the Media and Public Affairs Building which is scheduled to rise to \$16.5 million next year.

In closing, Professor Griffith said that the report gives the Senate some sense of how the University is spending its money in allocations from year to year, and he offered to answer any questions the members might have. (NOTE: The Special Report was distributed with the agenda for this meeting.)

Professor Silber asked why the \$22 million allocated for the Health and Wellness Center was placed under the category of debt

since it was his understanding that there have been collections made from student fees since 1992 for an escrow account that would be used to pay for part of the cost of building the Wellness Center. Professor Griffith replied that he also remembered when the fee was first announced, but then the fees became commingled and he doubted whether there was still an identifiable fee. Professor Yezer said that the FP&B Committee did not think it was a useful exercise to try to take the University fee and attribute it back as a payment for services. Professor Silber replied that the problem is not that the Wellness building is under debt, but that there was a fee charged for it. Professor Griffith said that he did not believe the University ever agreed to escrow those fees. Professor Yezer pointed out that with regard to the issue of debt finance, the Committee thought that if the University can earn 15% on the endowment and borrow at 7%, then the University should borrow the money to finance buildings rather than sacrifice the 15%. Professor Granger said that several years ago the students paid a technology fee built into the general fee and now there is another technology fee on top of that, and she presumed if one buries it so no one can find it, one can just keep adding fees. Professor Griffith answered that possibly the level of funding the University anticipated before was not enough and it may be necessary to raise the amount being contributed from the operating budget.

President Trachtenberg said that Professor Griffith's report was clearly presented and he thought that anyone who reads through it will have a perspective on what is happening here. He thought that all the observations made today on all sides were right, each in their own way. While the focus was on the growth in undergraduate enrollment compared to other institutions, he noted there is a countervailing decline in graduate enrollment and the University is trying to take steps to address that.

II. REPORT ON EMERITUS STATUS BY PROFESSOR GERALD P. JOHNSTON, CHAIR, PROFESSIONAL ETHICS AND ACADEMIC FREEDOM COMMITTEE

Professor Johnston explained that in response to an inquiry made by the President on the subject of emeritus status, i.e., whether emeritus status is too automatic, whether it should be eliminated, or should remain as is, the PEAF Committee reviewed this subject and decided that no changes should be made to make it more restrictive. He noted that the Committee's Report on Emeritus Status distributed at the meeting was prepared by Professor David Robinson, a member of the PEAF Committee. (The Report is attached.)

Professor Johnston then presented a summary of the reasons why the Committee recommended that emeritus status should remain as is. First, while emeritus status is routine, it is not automatic. The Committee found that there were 35 people, otherwise qualified for emeritus status at this University, who have retired and have not

been granted that status. If we had a more restrictive policy so that fewer people were granted this status, it would require certain criteria and procedures to be followed in the year a person retires, and that would involve a great deal of evaluation to determine whether or not the person should be granted emeritus status, perhaps going back 20 or 30 years. Second, the present program is a good one -- the emeriti are provided free parking and membership in the University Club, although the latter is being reviewed with regard to the new Club. Third, a more restrictive policy on awarding emeritus status might discourage gifts from retired faculty who are probably in the best position in their lifetimes to be able to make substantial gifts to the University, either while living or by will. Fourth, restricting emeritus status might be a disincentive to retirement in a way that would not benefit the University, and, finally, a more restrictive policy might be destructive of morale, particularly at the end of one's career to have to undergo this sort of evaluation.

President Trachtenberg asked Professor Johnston if the PEAF Committee looked into whether or not there was an equity issue here since there were 35 people who were technically eligible, but not elected, for emeritus status. Professor Johnston responded that the Committee was only able to identify that there were 35 people, but no other information was found, if in fact it exists, as to the reasons they did not receive emeritus status. The President asked if the Committee consulted with emeritus faculty on this question, and Professor Johnston replied that Howard C. Pierpont, Professor Emeritus of Surgery, is a member of the PEAF Committee and a very active member in the Society of Emeriti and he stressed that emeritus faculty feel very strongly about retaining the present emeritus practice, which they regard as very valuable. The question, President Trachtenberg said, is why the 35 people who were not awarded emeritus were excluded. Professor Johnston responded that it may be that a particular college is more restrictive than others, but the Committee does not know.

Discussion continued by Professors Silber, Simon, Johnston, Harrington, and President Trachtenberg.

Professor Boswell noted that all retired faculty receive the same benefits that emeritus faculty receive, and he suggested that separating the benefits from the honor might be useful in the discussion. Professor Griffith, with reference to the equity issue raised by the President about standards for election to emeriti possibly being applied differentially across departments and schools, suggested that given the way these recommendations arise in departments, there probably is no paper trail that indicates why the departments decided not to recommend someone for emeritus status.

Professor Robinson said that there seems to be an assumption that somehow emeritus status is awarded automatically, which is not true, at least in Columbian School. The departments with which she

is familiar discuss it and vote on it, and there are always reasons why someone is denied emeritus. And, she said, it is not the benefits that are at issue here. Emeritus status is an extraordinarily important honor for most people who retire, and to develop a set of criteria to evaluate someone over the past 20-30 years is an extremely insulting way to handle this process. The President responded that one could argue that an award given to 80% of those people who satisfy some technical requirement is really a modest award, and he thought emeritus should perhaps be more selectively given so that it might mean something more. Professor Robinson replied that it does mean a great deal even though it is essentially a symbolic gesture. President Trachtenberg said that was his point exactly. What, he asked, is the symbolism of an award given to 8 out of 10 people who retire?

Further discussion followed by Professors Harrington, Robinson, Johnston, and President Trachtenberg.

Vice President Lehman said it seemed to him that we need to develop a process whereby there is at least a justification clearly stated as to why the person should receive emeritus status. Also, he thought we have to ask the question whether there is a uniform application of whatever criteria are used. In response, Professor Johnston said that if the process becomes more selective, he would suggest that there will be many unhappy people which would not benefit anyone. Professor Robinson added that we then would have nonconcurrence situations to deal with, which she did not think anyone would want to go through.

Further discussion continued by Professors Johnston, Yezer, Captain, Vice President Lehman, and President Trachtenberg.

Professor McAleavey suggested that the PEAF Committee might look at the historical perspective. If the percentage of retired emeritus faculty over the past 50 years has greatly inflated, then we ought to take this issue up seriously. But if it has been the same for roughly 20 years, then he thought the practice ought not to be changed. As a point of clarification, Professor Captain pointed out that not all departments in Columbian School hold a discussion regarding emeritus status for retiring faculty members.

Professor Griffith suggested that the PEAF Committee might look into the history of the award of emeritus status and try to determine if there exists any record on the rationale for those who did not get it, other than for length of service, and also if there are any significant differences between the schools. Professor Johnston suggested that the Committee focus on the question of whether emeritus should be given to everybody or whether the present policy should be continued. Professor Robinson said the matter will be placed on the agenda of the Executive Committee to decide what ought to happen at this point, taking the Senate's discussion into consideration.

GENERAL BUSINESSI. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1998-99 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 1998-99 Session. The following dates were approved:

May 8, 1998	January 15, 1999
September 11, 1998	February 12, 1999
October 9, 1998	March 12, 1999
November 13, 1998	April 9, 1999
December 11, 1998	

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1998-99 SESSION

Professor Robinson moved the nomination for re-appointment by the President of Associate Professor Scott B. Pagel as Parliamentarian of the Faculty Senate for the 1998-99 Session. The nomination of Professor Pagel was approved.

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1998-99 SESSION

Professor Robinson moved the nominations for election of Chairs and members of Senate Standing Committees for the 1998-99 Session. She noted that Professor Edward Cherian had agreed to serve as Acting Chair of the Fiscal Planning and Budgeting Committee. Professor Gupta requested that Professors Barbara Detrick, Arthur Robinson, and Wayne Miller be added to the membership of the Faculty Development and Support Committee. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is enclosed.)

IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on University Bookstore: David A. Rowley, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in Chief, Michael F. Moses, and Jeffrey L. Stephanic; Space Committee: Gary L. Simon, Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: David W. McAleavy, Faculty Co-Chair; John M. Artz, Sylvan S. Beck, Jonathan D. Fife, Can E. Korman, Joan R. Regnell, and Bradley W. Sabelli. The nominations were approved.

V. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: David W. McAleavey; Trustees' Committee on Development and Alumni Affairs: Edward Cherian; Trustees' Committee on External Affairs: Yvonne Captain; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz. The nominations were approved.

VI. NOMINATIONS FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Robinson moved the nominations for election of the following faculty to the Panel for Student Grievance Review Committees: Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael J. Peck, Terrence M. Phillips, Joan R. Regnell, Linda L. Street, Max D. Ticktin, and Catherine Turley. The nominations were approved.

VII. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

VIII. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports from the following Senate Standing Committees were received: Educational Policy, Physical Facilities, Joint Committee of Faculty and Students, Faculty Development and Support, Fiscal Planning and Budgeting, Athletics and Recreation, and Professional Ethics and Academic Freedom. (The Annual Reports are attached.)

STATEMENT BY PRESIDENT TRACHTENBERG

President Trachtenberg, noting that he had to leave the meeting early to attend to other University business, expressed his gratitude to the Senate for its contribution to what he thought has been a very productive year for the University. The numbers that Professor Griffith presented in his report to the Senate today, though not definitive, give a hint that the University is healthy and going forward in a most robust and progressive way. He thought it plausible to argue that all aspects of the institution have advanced together in the last few years, and that we can take pride in the academic activities -- the scholarship, the research, the teaching -- and in the facilities, as well as in all the ancillary activities as well as the extracurricular activities, such as the Men's and Women's Basketball teams. The reputation of The George Washington University, he believed, is stronger today than it has

ever been, and he thanked the faculty for their part in bringing this to pass.

The President stated that University is moving right along on the capital campaign. The Administration is very optimistic that, working through the summer, we will realize our goal of 150 students for Mount Vernon and we will have accomplished that on a timeline that began late in January. He noted that progress has been made with respect to Gelman Library and will continue in the coming year by moving departments out that are not Library related, and that progress in technology will continue to be made. He also noted that the cost of the America's Gate and the Trustee's Gate have been paid for by contributions from benefactors and therefore placed no financial burden on the institution.

President Trachtenberg said that he, himself, has had a terrific year this year and he was looking forward to next year, and he hoped to see everyone at Commencement. The President then turned the Chair over to Vice President Lehman.

TRIBUTES

Tributes to former or current Faculty Senate members who are retiring were offered, as follows: Vice President Lehman read a tribute to Professor Otto Bergmann; Professor Boswell read a tribute to Professor Arthur D. Kirsch; and Professor Johnston read tributes to Professor Teresa M. Schwartz and Professor David E. Seidelson, respectively. (The tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Gupta said he was asked by his Department to bring up the issue of travel because it is in the process of inviting a number of people to campus, and the faculty are required to deal with the travel agency which is not on campus. As a result, the faculty are spending hours in trying to make travel arrangements with the travel agency because the University does not allow us to permit people buy their own tickets and then be reimbursed. This arrangement, he said, is particularly difficult when the people are coming from outside, and he thought that some flexibility should be allowed, and he wondered if the Senate would look into this matter.

Professor Griffith said that he agreed with Professor Gupta's request, inasmuch as several of his constituents have also mentioned to him the difficulty of working with this travel agency which has been granted a monopoly on University business.

Vice President Lehman offered to look into this matter first and then report back to the Senate as soon as possible.

Before adjourning, Vice President Lehman expressed his appreciation in working with the faculty on various Faculty Senate

Committees, and especially the Executive Committee. He said that he found it to be a very collaborative experience and he looked forward to working with the new Executive Committee and the Faculty Senate this coming year.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 3:50 p.m.

Brian Selinsky
Brian Selinsky
Secretary

A RESOLUTION OF APPRECIATION (98/1)

WHEREAS, Doris D. Trone has held the position of Faculty Senate Activities Coordinator for 25 years; and

WHEREAS, Doris D. Trone has earned the sincere respect and gratitude of the members of the Faculty Senate;
NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

THAT the following citation be issued:

In recognition of her contributions, through her work in the Faculty Senate, to The George Washington University during 25 years of service to faculty and administration; and

In recognition of her organizational talents, conscientious maintenance of archival materials pertaining to the actions and procedures of the Faculty Senate, and her eagerness to share extensive and invaluable knowledge of the Senate's legislative and institutional history; and

In recognition of her practical assistance and wise counsel which she has provided since 1972 to 25 Faculty Senate Executive Committees and 8 Chairs of that Committee; and

Especially in recognition of her dedication to the effective operation of all aspects of the Faculty Senate's complex structure and the sincerity of her commitment to the achievement of the University's mission of successful shared governance;

**THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY
CITES**

DORIS D. TRONE

FOR

DISTINGUISHED SERVICE


Stephen Joel Trachtenberg
Stephen Joel Trachtenberg, President

Lilien F. Robinson
Lilien F. Robinson, Chair
Executive Committee of
the Faculty Senate

May 8, 1998
Adopted by acclamation

April 29, 1998

COMMITTEE ON PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

REPORT TO THE FACULTY SENATE ON EMERITUS STATUS

In a memorandum of February 20, 1997, President Trachtenberg asked that we consider whether the award of emeritus status be reserved for only a minority of retirees, eliminated entirely, or "should we let sleeping dogs lie." Our committee recommends the latter for the following reasons:

1. While emeritus status at GW is routine, it is not automatic. It must be voted by the relevant faculty and approved up through the Board of Trustees. On occasion, it is not granted, even if the retiree is eligible. And not all are eligible. Those not achieving an associate professorship or higher are ineligible for emeritus status.¹ For various reasons, 35 retired professors and associate professors have not received emeritus status.
2. The President's implicit comparison of emeritus awards with student honors does not address their dissimilarity. Students are evaluated for their own information, motivation, and ultimately to assist graduate and professional schools' admission decisions, as well as hiring decisions by employers. These factors are inapposite to faculty members at the end of their careers. More appropriately, faculty in active service are evaluated at the end of each course and each year, after submission of their annual reports, and when considered for promotion, tenure, chairs, and salary increases.
3. Our present emeritus practice is consistent with that of other colleges and universities. According to Dr. Neil Jones, Chair of the Department of Religion of Stillman College, who has recently studied the question, the emeritus award is generally "routine, though not automatic" and has to be voted upon, sometimes with a minimum term of service required, such as 20 years.²
4. For a restrictive policy on emeritus status to be fair, it would be necessary to establish criteria and procedures governing the process, and their application would require evaluation of published work, teaching, and service extending over an entire career. Even making the implausible assumption that this can be adequately done (e.g., how can contemporary scholars judge the importance and novelty of articles published long ago? the teaching contributions?), this would be expensive of time and other resources. Students, on the other hand, can be easily ranked by their grade point averages.

¹Faculty Code, VII B.

²We learned of Dr. Jones' study in the Chronicle of Higher Education, March 14, 1997, p.

5. The present practice costs the University virtually nothing. While some institutions provide continuing office space and secretarial help, we simply give free parking and membership in the University Club, and even the latter is being reviewed in connection with the forthcoming move to a new facility.

6. A restrictive policy would discourage gifts to the University at a time when many faculty are most able to afford a substantial gift, either while living or by will. Many are also doubtlessly willing to fill-in for ill or absent colleagues in the classroom, as well as perform committee and other uncompensated service. The Society of Emeriti presently has over 280 members, of whom 50 to 60 typically attend the monthly luncheon. This surely constitutes a nucleus of support for the University and contributes to a commonality of interest that makes giving more likely.

7. Threat or even risk of more complete severance from colleagues and from the University would be a disincentive to retirement, a decision which is today almost entirely voluntary under the Age Discrimination in Employment Act. Indeed, a persuasive case can be made for making the benefits of a decision to retire more attractive rather than less attractive than they are at present. In addition to emeritus status, severance packages (now suspended here) are widely used to by other universities to encourage senior faculty to retire.

8. Requiring retiring faculty to undergo a searching, end of career evaluation by colleagues and the administration would be generally destructive of morale and, especially for the unsuccessful, terribly hurtful. Emeritus status is a small, largely symbolic, gesture of appreciation by the University extended after many years of service to people at the end of their faculty careers. It would be unkind, ungenerous to replace it, even in part, with a depreciation of a lifetime of professional effort, a symbolic slap in the face.

A Tribute to Otto Bergmann Professor of Physics

Professor Bergmann is retiring this year to become Emeritus Professor of Physics. Professor Bergmann joined GW as an Associate Professor of Physics in 1962, and was promoted to the rank of Professor of Physics in 1968.

He has had a continual and deep interest in many areas of physics, and has the distinction of having contributed through his theoretical work to many of these areas. At the same time, he has shown a deep concern for the proper pedagogical aspects of physics curricula, and in particular, educating students to the broad philosophical and historical underpinnings of our current state of understanding of physics.

Professor Bergmann earned his Ph.D. in Physics at the University of Vienna in 1949. Following the award of this degree, he served as an assistant at the Institute for Applied Physics at the Technical University in Vienna, from 1949 to 1951. He then took a position at the Institute for Advanced Studies in Dublin, Ireland, where he was a scholar from 1951 to 1952. Following his stay in Ireland, he moved to South Australia to become a Senior Research Fellow at the University of Adelaide's Department of Physics from 1952 to 1955. He then joined the Physics Department at the University of New England in Armidale, New South Wales, Australia for the following two years.

In 1958 he came to the United States to become a Research Scientist at RAIS in Baltimore, Maryland. This was followed in 1959, by an appointment at the University of Alabama, first as a Visiting Associate Professor, and then as Associate Professor through 1962, at which point he joined the Department of Physics at The George Washington University.

During Professor Bergmann's tenure at GW, he served in 1967 as Visiting Professor at the Institute for Theoretical Physics, at the University of Graz, Austria, and then at the Institute for Theoretical Physics at the University of Vienna, both in 1973-74 and 1981.

Through Professor Bergmann's wide-ranging interests in physics, he has produced publications in such fields as particle physics, special and general relativity, plasma physics, and material science. During his time at GW, he directed two Master's of Science students and five Ph.D. students in their thesis and dissertation work.

He has maintained professional memberships in the American Physical Society, the New York Academy of Sciences, Sigma Psi, the Washington Academy of Sciences, the Philosophical Society of Washington, and *Osterreichischer Ingenieur und Architektenverein*.

Professor Bergman served one term in the Faculty Senate, beginning in May, 1970. In addition, he served on several Faculty Senate committees, including several times on the Research Committee.

We expect that Professor Bergmann's wide-ranging interests in physics will continue into his retirement. It should be a special opportunity for him to have the time to explore more deeply those things that have interested him throughout his career, and for us to continue to enjoy his humor and insights.

May 8, 1998
Faculty Senate Meeting

Faculty Senate
May 8, 1997

A Tribute to Arthur David Kirsch, Professor of Statistics

It is with considerable reverence and regret that we bid *adieu* to Professor Arthur D. Kirsch, who is retiring after 33 years of fulltime service on the Faculty. Known by legions of students -- present company included -- for his uncanny ability to find truth in numbers (no matter how random), Professor Kirsch skillfully shepherded many a doctoral candidate through the hallowed halls of multivariate statistics. Those who strayed were destined to invert large matrices by hand or, in the case of a severe transgression, by using Arthur's ubiquitous Monroe Calculator.

Having received his B.A. in Psychology from GWU in 1955 and his Ph.D. in Psychology from Purdue University only two years later, Professor Kirsch returned fulltime to GW in 1962 as Associate Director of the Social Research Group, and subsequently (in 1965) as a fulltime member of the Faculty. A skilled practitioner as well as teacher, Professor Kirsch is perhaps best remembered by colleagues for his service to the Faculty Senate and its committees, twice as chair of the Department of Statistics, and on numerous administrative committees. For those of us who have had the honor to work with him, he will be remembered for his ubiquitous grace and good humor, always offering just the right balance of substance and light-hearted bluster. "Mr. President", he noted in a tongue-in-cheek conclusion to his twin presentations to the Senate on university presidents' salaries and on salaries of the faculty at "market basket" schools, "if I may be granted just one wish before I retire, it would be that we could all join YOUR market basket." Although his wish was never granted, his humorous style left the point lost on no one in the room.

Consumed with passion for sport, Professor Kirsch has rarely missed an opportunity to pummel an opponent on the racquetball court or to root for the Colonials on the basketball court, if for no other reason than to provide data for the next day's lecture. He is, and always will be, greatly admired by colleagues and students alike. Although we will miss our frequent exchanges with him, it brings some stability to an increasingly chaotic world to know that, when nothing else seems to be making sense, we will still see Arthur in his box seat at the basketball games, finding truth for us in the numbers.

Philip W. Wirtz
Professor of Management Science and
of Psychology

A TRIBUTE TO TERESA MORAN SCHWARTZ
J.B. and Maurice C. Shapiro Professor of Public Interest Law

Professor Teresa Moran Schwartz is retiring this year to become the J.B. and Maurice C. Shapiro Professor of Public Interest Law, Emeritus, after more than a quarter century of service to the University and its Law School. Professor Schwartz earned her Bachelor of Arts degree from Stanford University in 1965 and received her Juris Doctor degree from our University in 1971. She graduated first in her law school class and received numerous awards for her academic achievements. Following a year's service as an attorney advisor to Commissioner Mary Gardiner Jones of the Federal Trade Commission, Professor Schwartz joined our Law School's faculty in 1972.

Professor Schwartz has shown great distinction as a scholar in the fields of torts, products liability and administrative law, with more than twenty articles published in leading law journals. Her prominence as a scholar in these fields has resulted in her appointment as a member of the Board of Trustees of the Food and Drug Law Institute (since 1992) and of the Editorial Advisory Board of the Administrative Law Review (since 1989). Her important scholarly contributions have been supplemented by her distinguished public service. In 1978-79 she served as a White House Fellow, and in 1995-97 she served as Deputy Director of the Federal Trade Commission's Bureau of Consumer Protection.

Professor Schwartz has earned the universal respect and affection of the faculty, staff and students at the Law School. She provided exemplary service to the Law School as Associate Dean for Student Affairs in 1981-83 and as Associate Dean for Academic Affairs in 1988-93. She has also served the Law School and the University on a variety of important committees. Her contributions to the Faculty Senate include three years as the Senate Parliamentarian and one year as a Faculty Senator and member of the Faculty Senate Executive Committee.

In recognition of her generous and unstinting service, Professor Schwartz received the George Washington Award for Outstanding Contribution to the University in 1989 and the Jacob Burns Award for Extraordinary Service to the Law School in 1991. In addition, she has been a dedicated and beloved teacher of generations of students at the Law School. Her colleagues and students will be forever grateful for her wise counsel and instinctive fairness, her good humor and cheerful optimism, her unfailing kindness and courtesy, and her abiding sense of loyalty to the Law School and the University.

Upon her retirement, Professor Schwartz will return to the Federal Trade Commission, and we expect that she will continue to make outstanding contributions in the fields of consumer protection and law reform. We also hope that Professor Schwartz will continue to play an active role in the life of the Law School and the University as a greatly esteemed friend, alumna and emeritus faculty member.

George Washington University Faculty Senate
Meeting of May 8, 1998

A TRIBUTE TO DAVID E. SEIDELSON
Lyle T. Alverson Professor of Law

Professor David E. Seidelson is retiring this year to become the Lyle T. Alverson Professor of Law, Emeritus, after thirty-eight years of service to the University and its Law School. Professor Seidelson earned his law degree with great distinction from the University of Pittsburgh in 1956. Following graduation, he practiced law for four years with a Pittsburgh law firm and took part in approximately two hundred trials or appellate arguments. Professor Seidelson joined our Law School's faculty in 1960.

Professor Seidelson has shown great distinction as a scholar in the fields of torts, evidence and conflict of laws, with more than seventy articles published in leading law journals. Many of his articles have been cited in opinions of the United States Supreme Court, United States Courts of Appeal, United States District Courts and various state appellate courts, as well as in legal treatises and casebooks.

Professor Seidelson has earned the universal respect and affection of the faculty, staff and students at the Law School. He has provided exemplary service to the Law School and the University on a variety of important committees, including many years of untiring work on the Law School Admissions Committee. He has also provided generous assistance as a faculty advisor to student organizations, including the George Washington Law Review, the Moot Court Board and numerous student moot court teams. Many generations of students have benefited from his dedicated and rigorous teaching. His colleagues and students will be forever grateful for his wise counsel and independence of judgment, his fair-mindedness and exceptional integrity, his unfailing kindness and courtesy, and his abiding sense of loyalty to the Law School and the University.

Professor Seidelson's contributions to the Faculty Senate include three years as a Faculty Senator and one year as a member of the Faculty Senate Executive Committee. During his Senate service, he also chaired, in successive years, the Senate Committee on Athletics and the Senate Committee on Administrative Matters as They Affect the Faculty.

Following his retirement, we expect that Professor Seidelson will continue to pursue his love of learning and classical music as well as his passion for baseball. We also hope that Professor Seidelson will continue to play an active role in the life of the Law School and the University as a greatly esteemed friend and emeritus faculty member.

George Washington University Faculty Senate
Meeting of May 8, 1998

COMMITTEE ON EDUCATIONAL POLICY

ANNUAL REPORT, 1997-1998

The members of the Committee on Educational Policy are: Profs. Michael J. Sodaro, Chair (Political Science/ESIA); R. Paul Churchill (Philosophy); Terry L. Hufford (Biological Sciences); Donald Karcher (Pathology), and Steve McGraw (Emergency Medical Services Program). Ex officio members are Dr. Cheryl Beil; V.P. Robert A. Chernak; Dean Mary H. Futrell; V.P. Donald R. Lehman; Ms. Kathryn Napper; Prof. Lilien F. Robinson; Brian Selinsky; Assoc. V.P. Carol Sigelman; Daniel Small; Scott Stabelman, and student representatives Marni Karlin (fall semester) and Carrie Potter (spring).

The Committee held meetings on November 11, 1997 and March 31, 1998. Both meetings considered the issues of (1) grade inflation, (2) writing across the curriculum, and (3) faculty development. The March meeting approved draft guidelines on dissertation standards and a draft resolution clarifying the Z symbol.

1. Grade Inflation.

At the request of President Trachtenberg and Prof. Robinson, the Committee took up the issue of grade inflation at GW. This issue has acquired increasing national attention, not only in academic publications like *The Chronicle of Higher Education* but also in *The Washington Post*, *The New York Times*, and other newspapers and magazines.

Prior to the Committee's November meeting, the Chair contacted Prof. Wayne A. Davis, who supervised a major study of grade inflation at Georgetown. The study revealed that the problem at GU has been severe. In 1974, 27% of the grades given out were A's; by 1994, A's accounted for 42% of GU grades, a 64% increase. Studies conducted by the US Department of Education on some 3,000 institutions of higher education have shown that, nationally, the number of A's actually declined from an average of 30.5% of all grades in the 1972-82 period to an average of 29% in 1982-92. The DOE studies also showed that grade inflation has tended to be greatest at the top universities and colleges. Grade inflation at Georgetown, however, was markedly greater than at peer institutions (i.e., 31 elite universities and colleges).

The Davis study further reported that, on student questionnaires, GU students admitted to studying 15 hours per week (the same as GW students). Davis and his colleagues concluded their study with a number of recommendations to the GU faculty and administration, such as making courses more demanding, reducing the number of A's to a target of 30% of all grades, and advising students that they should expect to study at least 30 hours a week.

At the Committee's request, Associate V.P. Peggye Cohen provided data on grades and grade inflation at GW. Her main conclusions are that grade inflation has indeed occurred at GW since 1983, but its extent has varied among schools and departments. The data, which report average GPI's at GW rather than grade distribution patterns, reveal that mean undergraduate GPIs in the 1983-1997 period have risen in CSAS from 3.04 to 3.19 (a 4.9% increase); in SEAS from 2.95 to 3.04 (a 3.1% increase); in SBPM from 3.00 to 3.08 (a 2.7% increase), and in ESIA from 3.02 to 3.19 (a 5.6% increase), while in SMHS they actually fell from 3.25 to 3.01 (-7.4%).

According to the US Dept. of Education, the national mean GPI fell from 2.80 in the 1972-82 period to 2.66 in the 1982-92 period. *The mean undergraduate GPI at GW has thus tended to be higher than the national average, at least since 1983 and probably earlier.* (The 1983 mean undergraduate GPI in CSAS of 3.04 was 14.3% above the 1982-92 national average of 2.66.) Whereas the national figure has fallen, mean GPI at GW is on the rise. (The 1997 mean undergraduate GPI in CSAS and ESIA of 3.19 was 20% above the 1982-92 national average.) By comparison, the average GPI for Georgetown graduates in 1994 was 3.29, 24% above the national average. At Duke, the mean GPI rose from 2.7 in 1969 (just below the 1972-82 national average of 2.8) to 3.3 in 1996 (a 22% increase, and 24% above the national average of 2.66).

These data suggest that *mean undergraduate GPI's at GW have tended to be considerably higher than the national average and are growing even higher, albeit slightly less steeply than at Georgetown or Duke.*

In assessing the causes of grade inflation at GW, Committee members advanced the following possible explanations: (1) the quality of GW's undergraduates has improved in recent years, particularly with the institution of the Honors Program; (2) the introduction of plus and minus grades in 1988 may have contributed to the rise in GPI's; (3) adjunct professors and part-timers may be giving higher grades than full-time faculty; (4) the grade expectations of succeeding cohorts of GW undergraduates is steadily rising, and student pressures on professors to raise grades may be growing more intense. A student representative stated that there is considerable variation in the amount of work professors assign. In some classes stuents can get high grades for little work.

At its March meeting, the Committee agreed that grade inflation is a sufficiently serious issue at GW to warrant action. There was a consensus that we need not go so far as to conduct the kind of massive study undertaken at Georgetown, but neither should we limit ourselves to making a few general statements. Suggestions for action included: (a) making the faculty aware that grade inflation is a problem, and calling on the University Teaching Center and the departments to train professors and TA's accordingly; (b) affecting student attitudes about grades through the freshman workshops; (c) telling incoming students in the freshman orientation sessions that grading policy in college is not the same as in high school, and (d) convening one or more faculty-student forums or town meetings on grade inflation (as the University of Virginia recently did). In addition, the Committee noted that that some departments allow undergraduates with D's to advance to the next level of upper division courses, even though they may not be ready to do so. Accordingly, we agreed that (e) we need to find ways to discourage or prevent students with low grades from advancing to the next level. The Committee agreed to pursue these initiatives starting next fall semester.

2. Writing Across the Curriculum (WAC)

At the Committee's November meeting, the Chair proposed the establishment of a writing-across-the-curriculum (WAC) program at GW. Prior to that meeting he consulted with Prof. Theresa Redd, who organized and supervises the WAC program at Howard University, and Prof. Christopher Thaiss, who runs the WAC program at George Mason. (Thaiss is also the Coordinator of the National Network of WAC Programs, which includes some 600 teachers, maintains a web site, and holds biennial conferences.) Both stressed that an effective WAC program should (1) require every department (including Math and the natural sciences) to offer a certain number of Writing Intensive (WI) courses each semester; (2) require all undergraduates to take a certain number of WI courses over and above the standard freshman composition classes, and preferably in their major discipline; (3) cap WI courses at 20-35 students, and (4) require faculty members who teach WI courses to attend a workshop on instructional methods. Thaiss indicated that more than 200 institutions of higher education in the US have some type of WAC program.

At both the November and March meetings of the Educational Policy Committee, there was unanimous agreement among those present that GW needs a WAC program. Committee members who teach in the biological and health sciences expressed particular interest in this idea, noting that today's pre-med and medical school students lack adequate writing skills. Faculty Committee members and student representatives noted that the quality of instruction in the English 10-11 courses varies considerably, as does the quality of counseling at the GW Writing Center. Committee members have a general impression that a sizable number of GW undergraduates are not required to do enough writing.

The Committee recognizes that creating and maintaining a WAC program at GW will require substantial investments of time and effort on the part of every department engaged in undergraduate instruction. Although it is to be expected that each school will want the liberty to devise its own variant of WAC, as a general rule virtually every department will have to offer WI courses each semester (or at least each year). Undergraduates at GW will presumably be required to take a specified number of these courses to qualify for graduation; the guidelines for WI courses will have to be defined, and faculty will have to be trained to teach them properly. Rewards and incentives to attract faculty members to teach WI courses will also have to be considered. Changes in the GW curriculum and teaching obligations of this magnitude will require the concurrence of the Faculty Senate and the support of the administration.

In an effort to start moving towards a WAC program, Dr. Beil offered to work up a questionnaire for faculty to determine how much writing is currently being assigned and how much support there might be for a WAC program. The Committee hopes that V.P. Lehman can distribute it in the fall. The current student questionnaire already asks students to indicate how much their writing skills have improved while at GW. The Chair will consult with the English Department and others interested in WAC, both at GW and other institutions, over the coming months.

3. Faculty Development

At the November Committee meeting, the Chair proposed consideration of establishing a Faculty Development Center (FDC) at GW.

The idea would be to expand the University Teaching Center and other GW programs designed to improve teaching quality into a more elaborate and active institutional component of the University administered by a full-time Faculty Development officer. There are numerous models of such programs at other universities that might be copied or adapted to our needs. One aim of the Faculty Development Center would be to *require* all new teachers and TA's at GW to participate in a *year-long* program aimed at developing their teaching skills. This program might include such things as periodic seminars and workshops, one-on-one faculty mentoring, classroom observations and the like. The Chair's personal view is that adjunct faculty should be obliged, at the very least, to consult with the Faculty Development Center at least once or twice a semester as a condition of their employment at GW. A wide range of FAC programs would also be open on a voluntary basis to all faculty members, adjuncts and TA's.

The underlining rationale for the FDC is that college teachers need to learn how to teach. The University should therefore provide on-going instruction in pedagogical methods. First-time teachers and TA's, in particular, need close mentoring, while more experienced faculty members who experience difficulties in their teaching, or who simply want to learn new techniques, should have somewhere to go for advice and long-term mentoring. A more general aim would be to raise the prestige of teaching at GW, as well as teaching standards. A related aim is to enable the full-time faculty to have better oversight of adjuncts, many of whom teach their courses at GW with little or no consultation with the faculty members or administrators responsible for hiring them. In addition, the FTC might serve as a useful forum for on-going faculty-student dialogues about how we teach and how we learn (and how we grade!). It might also undertake learning assessment inquiries to determine how well we educate our students and to provide guidance as to how we can become more effective educators.

At its November and March meetings, the Educational Policy Committee agreed that the FTC idea was worth pursuing. A Medical School representative noted that SMHS is already moving in this direction, having hired a full-time faculty member charged with improving teaching quality. The Committee took no further action but agreed to pursue this matter next year.

4. Dissertation Standards

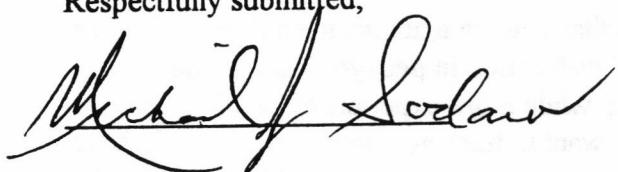
At its March 31 meeting, the Committee recommended one minor change in the draft guidelines submitted for its consideration by Associate VP Carol Sigelman's Task Force on Standards for the Supervision of Dissertations. The Committee regarded the draft as a highly useful document and commended the Task Force on its work. The Chair reported this result to the Faculty Senate at its April 10 meeting.

5. Z symbol

At its March meeting, the Committee approved the text of a draft resolution submitted by the Joint Committee of Faculty and Students clarifying the meaning of the Z symbol. The Committee commended the Joint Committee on its work. The Chair will report on this positive decision to the Faculty Senate at its May 8 meeting.

The Committee further agreed to ask the Joint Committee of Faculty and Students to provide guidance on whether the grade of I (Incomplete) automatically becomes an F after one year. Committee members noted that this automatic conversion used to be University policy (subject to the professor's approval of the student's petition each semester to extend the I grade until the final grade was submitted). Several members of the Committee suggested that this policy no longer seems to apply; at least on a de facto basis, it now appears that an I can remain on a student's transcript indefinitely. Several members also expressed support for a return to the previous policy, but the Committee did not vote on the matter.

Respectfully submitted,



Michael J. Sodaro
Chair
May 1, 1998

**PHYSICAL FACILITIES COMMITTEE
FACULTY SENATE
ACADEMIC YEAR 1997-98**

ANNUAL REPORT

The Committee on Physical Facilities convened on October 29 for its first meeting to view an invited video presentation by Dr. Alan Ingle, Vice President for Business in charge of Capital Planning, regarding completed and ongoing projects. A sample of fifteen different projects out of approximately seventy that were initiated or completed during the summer of 1997 were profiled, offering figures on costs, square footage where appropriate, as well as specific aspects of each project. These included: the Professors' Gates; New Residence Hall; technology upgrades in Gelman Library, Phillips 215, Funger 536, Corcoran 101; renovation of the Anthropology department; Lisner 130; Psychology Department; Judaic Studies; Bell Hall Biology Research Space; CSAS Dean's Suite; School of Public Health Dean's Suite; Funger Hall Fire Alarms; Francis Scott Key kitchenette renovation; Academic Center Plaza and Art Department renovations; Mid-Campus Quad; and Anniversary Park.

The questions from the Committee that followed the presentation related mainly to costs of specific projects such as the Professors' Gates, the New Residence, the Anthropology Department and the Bell Hall renovations, and the remodelling of the CSAS Dean's Suite. Other questions referred to the Academic Center Plaza resurfacing and possible problems of snow removal, the set aside budget for beautification of the campus, and the future of Building K in which the Exercise Science Department is housed.

In terms of future projects, discussion centered around the planning for two new major buildings, the School of Media & Public Affairs and the Health and Wellness Center. The latter project is before the D.C. Zoning Board and the outcome of the projected building will be decided at a meeting of the Board in December.

At the end of the meeting the Chair of the Committee requested additional written documentation to supplement the video presentation that would address those areas of interest and concern expressed by the members of the Committee. This was provided on November 10 and was the focus of the Committee's next meeting.

Following the presentation Mr. Glenn Bucek, Manager of Space Management, led members of the Committee on a tour of some of the recently constructed and refurbished facilities. The Committee found this experience both informative and valuable.

In the Spring semester 1998, the Committee met three times. In its first meeting the Committee discussed the Space Utilization Plan presented by Dr. Alan Ingle, Associate Vice-President for Business Affairs and Capital Planning, at its previous meeting of October 29, 1997, together with presentation follow-up materials and the Weekly Project Update received in the interim. It was suggested that these weekly Project Updates be sent

to the Committee regularly, if possible. Questions were raised about the costs of repairs and renovations of certain projects. Discussion followed as to whether the Committee should be involved in planning of the costs of these projects. Further discussion centered on the status of the Health and Wellness Center. It was suggested that the Committee should have more input in the planning and decision stage of these projects, if practicable, given the complexity and contingency of the approval and financial processes involved. In this regard it was suggested that the Committee share information with the Senate Fiscal and Planning Committee. The Committee was brought up to date on the renovations on the two top floors of Gelman Library. It was indicated that since the University Professors will continue to be located for the foreseeable future on the 7th floor and the German and Slavic Languages Department on the 6th floor, there will not be a significant expansion of stack space. It was finally requested of the Chair that an attempt be made to arrange a visit to the Mt. Vernon campus to inspect the physical facilities there in light of the recent amalgamation of the two campuses.

This visit, kindly arranged by Associate Vice-President for Academic Affairs, Dr. Craig Linebaugh, took place on Friday, March 27. Following a brief meeting to approve the minutes and discuss the agenda for the next meeting, the Committee took the shuttle bus to the Mount Vernon Campus, where the members were given a guided tour by the President, Dr. Grae Baxter. The tour, which lasted from 2-4 p.m., included a visit to classrooms, the library, science laboratories, art and photography studios, faculty offices, and recreational and social facilities. In general the Committee was very favorably impressed with what they saw.

There were definite signs of efforts to remedy long-deferred interior and exterior maintenance to buildings in the form of painting, furnishings, lighting, and electrical needs. However, the Committee felt that with regard to certain classrooms, the projected refiguration of their structure enabling late students to enter from the rear rather than the front so as to avoid disturbance, was an unnecessary expense. The Committee felt that the funds for such restructuring could be more usefully employed elsewhere. It was also felt that air conditioning would need to be installed if these classes are used for Summer School. The three-storey Library with its 65,000 book holdings was considered a very fine facility, with plenty of natural light and space, and should serve students at MVC well once the collection and technology are updated and services coordinated with Gelman Library. The Faculty service area and its increase in staff personnel for AY 1998-9 was considered adequate to accommodate GWU faculty and the 7 new contract faculty. The two projected faculty offices to be shared by GWU faculty were considered adequate but the number of offices might need to be increased. With regard to laboratories, it was generally felt that the science laboratories were inadequate in their present state to provide effective laboratory instruction, while the lack of a foreign language laboratory would necessitate either a linkage by computer with GWU or students at MVC taking their lab work directly at GWU. This might raise a question of logistics in terms of scheduling of classes and availability of space. Unfortunately, time did not allow the Committee to visit any of the student dormitories.

The Committee found the recreational and social facilities to be very impressive. There is an excellent dining area for students, although the faculty quarters were a little cramped. The soccer pitch, although not standard size, could be possibly lengthened at the northern end, so as not to interfere with the tennis courts, steep bank and tall trees at the southern end. Such an extension would thereby serve the MVC and GWU women's soccer teams, as well as the GWU men's soccer team. The gymnasium, tennis courts and outdoor swimming pool were also considered to be fine facilities.

In summary, the Committee was unanimously impressed by the physical setting of the campus, with its pastoral-like quality and tranquil environment complementing that of the Foggy Bottom campus. All of the members felt that the association with MVC was a definite feather in GWU's cap with excellent potential for a variety of future academic and social activities. Some of those mentioned included in random order: Summer Institutes in Art and Foreign Languages; Fine and Performing Arts series "under the stars", outdoor theater performances, music and organ recitals in the Chapel, all open to the paying public; guest housing for visiting and distinguished scholars and artists in residence; special and formal University activities such as Commencement; Faculty and Staff retreats; inexpensive storage of GW records and inventory that are currently warehoused far from campus. Finally, the Committee felt that it was important to retain the present identity of MVC as a Liberal Arts Women's College and that the existing architectural beauty and integrity of the campus and its environs should not be lost in the renovation process, or fall a victim to over-development.

The final meeting of the Committee consisted of an update by Dr. Alan Ingle on recently completed major academic projects and on the following major multi-year projects: Marvin Center; Health and Wellness Center; Media and Communications Building; Mid-Campus Quad; 6th and 7th floor Gelman Library. This was followed by a status report of the projected five-year capital budget plan for the Committee to study. Discussion focused on costs and proposed dates of commencement and completion of projects.

Respectfully submitted,



Gregory Ludlow, Chair

Members: Lowe, J; Ludlow, G.; O'Rear, C; Paup, D; Sabelli, B.W.; Schlagel, R.H; Stephens, G.

THE JOINT COMMITTEE OF FACULTY AND STUDENTS

Report to the Faculty Senate, 1997-1998

The Joint Committee of Faculty and Students began the fall semester of 1997 with Marni Kaplan as Student Co-Chair and continued during the spring semester, 1998, with Carrie Potter as her replacement. The Committee held eight meetings during this academic year.

The Committee began the year hearing about problems with the newly-introduced GWorld card. Both students and staff encountered such difficulties as the lack of validation stickers or patches, the paucity of Off-Campus Partners, the large increase in the card replacement fee, and the problem of the card-readers' ability to distinguish among different types of students. Al Ingle, Associate VP for Business Affairs, Nancy Haaga, Director of Auxiliary and Institutional Services, and Michele Neyers, GWorld Card program manager visited the committee in October to discuss the implementation of three phases of the card program.. It was eventually decided not to examine the subject any further, given the perceived inability of the Committee to do more than point out problems to the program managers.

Another new topic this year was that of a syllabus file in the Student Association office. The Student Association wishes to send faculty a letter each semester with a request for voluntary donations of current syllabi. The Committee agreed to lend its name in approval of this project if the membership has rights of prior approval of the letter to be sent out to faculty.

The Z grade/symbol, misunderstood and abused by both faculty and students, was the subject of several meetings. It was observed that some students accumulate several Zs per semester and that some faculty members confuse it with an Incomplete when it is actually an administrative record that should not be confused with a grade. Agreeing that curbing the abuse of this mark was important, the Committee turned to consideration of sanctions or preventive measures, eventually proposing that the definition of Z in the *Bulletin* be changed to read:

The symbol of Z is assigned when students are registered for a course that they have not attended or have attended only briefly, and in which they have done no graded work or when the instructor has not assigned a grade. At the end of the academic year, students' records will be reviewed; if there is more than one Z per semester, the student's record will be encumbered until released by the student's advisor or the academic dean. The symbol of Z is not a substitute for any grade from A to F or an Incomplete.

This proposal was forwarded to the Faculty Senate Committee on Educational Policy, which passed it unanimously. It will be presented to the Faculty Senate during its meetings of the members elected for the 1998-1999 academic year.

A related concern, a university-wide definition of "satisfactory academic progress" for fulltime undergraduate students, was considered during the spring term. At present, only students receiving financial aid are required to meet specific standards for satisfactory academic progress. A sub-committee appointed to draw up a definition for all undergraduates presented a "Resolution Regarding Satisfactory Academic Progress" at the March meeting, but the Committee returned it for further work.

Adam Siple of the Student Association brought a resolution from the 1996-1997 SA concerning the university's rape and sexual harassment policy to the Committee's attention at the February meeting. According to this resolution the definitions of rape and sexual assault should be changed so that all rapes are defined as sexual assaults whereas sexual assaults are not necessarily rapes; in addition, the penalty for sexual assault should be expulsion from the university. Linda Donnels suggested that this matter be referred to a specialized sub-committee, which would work with the Office of General Counsel, and such a committee, including Sarah Shaw, the Committee's representative from the OGC, was appointed.

The following is a list of matters that this year's Joint Committee of Faculty and Students wishes to refer to the 1998-1999 Committee:

- 1) a definition of "satisfactory academic progress" that would apply to all fulltime undergraduate students;:
- 2) Student athletes travelling to scheduled events at semester's end, thereby experiencing difficulties in meeting course expectations;
- 3) The rape and sexual harassment policy from the Code of Student Conduct;
- 4) Class size and sufficient classroom space.
(Concerning no. 3, it should be noted that a sub-committee will continue to work on this issue during the summer and plans to meet again in September.)

The Faculty Co-Chair is grateful for the productive suggestions and work of the Committee members and wishes to thank visitors to the Committee (Brian Selinsky, Al Ingle, Michelle Neyer, Mike Walker, Adam Siple) for their valuable assistance. Special thanks are due to Norayr Khatcheressian, Cheryl Beil, and Linda Donnels, upon whose experience and expertise the faculty co-chair has relied and for which she is most grateful.

Laura Youens, Faculty Co-Chair	Marni Kaplan, Student Co-Chair (to February, 1998)
Jonathan Fife	Carrie Potter, Student Co-Chair
Adrian Beaulieu	Jahna Hartwig
Cheryl Beil	Pia Koslow
Barbara Detrick	Doug Miner
Norayr Khatcheressian (for Edward Caress)	Rodney Saliner
Sarah Shaw	Julia Yacameneva
Joan Regnell	Kuyomars Golparvar
Rodica Simion	
Linda Donnels	
Brad Sabelli	
Hugh Agnew	
Annie Wooldridge	
Michael Gargano (for LeNorman Strong)	

**Annual Report of
Faculty Senate Committee on Faculty Development and Support
(1997-98)**

The Committee on Faculty Development and Support met twice this year to review the status of recruitment and retention of minority and women faculty at GWU. Assistant Vice President Annie Wooldridge attended our first meeting in Fall 1997 and gave a status report on the efforts of the central administration.

Last Fall, the Committee Chair wrote to the Deans of Schools to (i) remind them about the existence of the *Action Plan*, and (ii) to enquire about the activities that are underway, and proposed, at the School levels, in accordance with the actions proposed in the "*Action Plan to Improve the Collegial Climate: Making The George Washington University a Model of Cultural Diversity*" which was adopted by the University in 1993, and published in the March 1994 issue of By George. It was noted that many Deans were either unaware of the *Action Plan*, or did not have a copy of this important report. In order to make the report more widely available, it has recently been published online by the committee Chair and is now available at <<http://gwiis2.circ.gwu.edu/~mung/actionplan.htm>>.

The Committee members participated at the 1998 Spring Event on "*The Faculty Climate Survey Report: Voicing Your Thoughts To Shape Future Initiatives*." This Climate Survey was undertaken in 1996 in response to the *Action Plan* and identified the faculty needs in the following areas: mentoring, salary equity, research assistance. The Committee requested participation in future activities related to the matters of women and minority faculty. The Committee also agreed that the much work is needed in getting the *Action Plan* compliance first at the School level, and eventually at the department and faculty level.

Respectfully Submitted,



Murli M. Gupta, Chair

Members:

Barbara Detrick
Brian J. Maguire
Wayne Miller
E. Arthur Robinson
Michael J. Sodaro
ex officio:
Walter M. Bortz
Rebecca Jackson
Craig Linebaugh
Thomas Rogers
Frank J. Slaby

FACULTY SENATE
FISCAL PLANNING & BUDGETING COMMITTEE

Annual Report: 1997-98

1. The Fiscal Planning and Budgeting Committee (hereafter FP&B) met eight times from June 1997 thru April 1998. The Committee reviewed a large number of reports provided us by the Treasurer's Office on various aspects of the University's planning and budgeting process. The SPECIAL REPORT of April 27, 1998, sent to the Faculty Senate for its May 8, 1998 agenda, represents the FP&B Committee's distillation of the information we thought would be of most significance to the Senate and faculty at large.

2. There were two matters that the FP&B Committee was explicitly asked to look into by the Executive Committee; basic information on both items is contained in the Special Report mentioned above.

(a) One question dealt with the increasing proportion of the University's budget being allocated to "Administrative and General" (A&G) expenditures. The Committee received detailed data showing that about half of the 65% rise in "A&G" expenditures between FY 93 and FY 95 could be laid to accounting changes and an increase in students' bad debt. An additional increment is due to rising legal expenses, but the picture remains a bit murky. To clarify this further, the Committee agreed to a proposal from Prof. John Kwoka to undertake a longer-term study including comparisons with other similar universities, to try to establish reasonable benchmarks for such expenditures. This will be continuing business next year.

(b) The second query asked us to respond to a warning by the Visiting Accreditation Team, that GWU appeared to be drawing down annually a somewhat larger percentage from endowment income and appreciation than is the norm. The actual payout percentages in GWU's budget, and the NACUBO average for comparison, are provided in Table 4. The FP&B Committee will continue to monitor developments on this issue, but at present we take the position that, in view of the healthy growth in the endowment's value, the payout-formula and the recent additions approved by the Board constitute reasonable responses to the current need for sustained internal investment.

3. In addition, on a number of other issues under study by subcommittees during the year, the Committee agreed that significant concerns remained. The following items are also designated as "continuing business" for next year's Committee:

- a. Deficit-funding for the Mt. Vernon Campus
- b. Budget for the Telecomm./Computer Upgrade Plan
- c. Funding-Gap for Part-Time Faculty in CSAS
- d. Underfunding for Gelman Library Collections Plan
- e. Review of Revenue-sharing Plans for Academic Programs
- f. Inter-school Program Budgeting Principles

1997-98 Annual Report: Fisc.Plan.& Budgeting, p.2

4. The Committee wishes to extend sincere thanks to Don Boselovic, Associate Vice President for Finance; Sheila Beard, Budget Director; and Treasurer's Office staff, for their extensive cooperation in providing data and explanatory comments throughout the year. We also thank Don Lehman, Vice President for Academic Affairs, and Jack Siggins, University Librarian, for their helpful participation in most of the Committee's deliberations. In closing, the Chair takes this opportunity to thank all those Members who cheerfully lent their time and energies to enable the Committee to carry out its significant responsibilities to the Faculty Senate and to the faculty at large.

RESPECTFULLY SUBMITTED FOR THE COMMITTEE:



William B. Griffith, Chair

Faculty Members:

Edward Cherian, Mgt Sci, SBPM
Sharon Confessore, HRD, SEHD
Jonathan Fife, Educ, SEHD
Charles Garris, CMEE, SEAS
John Kwoka, Econ, CSAS
Salvatore Paratore, Educ, SEHD
Marcus Simpson, Path, SMHS
Robert Smythe, Stat, CSAS
Robert Waters, Eng Mgt, SEAS
Anthony Yezer, Econ, CSAS

EX OFFICIO:

Michael Castleberry, Exec Cte Liaison

Administrative Members:

Sheila Beard, Ass't VP for Budget
Don Boselovic, Assoc. VP for Finance
Robert Chernak, VP for Stud. & Acad. Support Svcs
Harry Harding, Dean, ESIA
Louis Katz, VP and Treasurer
Donald Lehman, VP Acad Affairs
Jack Siggins, Univ. Librarian
Roger Whitaker, Assoc. VP for Acad. Dev. & Cont. Ed.

ATHLETICS AND RECREATION
A Committee of the Faculty Senate

Office of the Chair
May 7, 1998

To: University Senate
From: Athletics & Recreation Committee
Re: Report for year, 1997-1998.

The Athletic & Recreation Committee met five times during the 1997-1998 academic year. A fair amount of the committee's attention was devoted to the upcoming NCAA certification process; the major portion of the certification will occur during the 1998-1999 year. The NCAA is concerned about consultation and oversight--from the University to the Athletics Department. Therefore, the Athletics & Recreation Committee formed four subcommittees which reflect areas of interest to the NCAA:

Academics--reflecting the balance of academic and athletic involvement

Fiscal--reflecting the fiscal policies of the University towards the Athletic Department.

Equity--reflecting the degree of gender, racial and ethnic balance, and

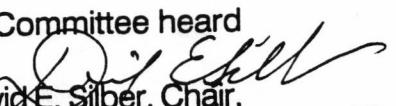
Governance--reflecting the adherence to NCAA guidelines for academic load, declaration of major, and eligibility.

The subcommittees will maintain their connection with the various aspects of NCAA interest, providing an ongoing source of consultation for the Athletics Department. While not strictly speaking fulfilling the criterion of "oversight," their function will clearly be to both monitor and aid athletics within this University.

A second area of interest for the Committee was the proposed Wellness Center. By February, 1998, the University had received a verbal acceptance from the D.C. Zoning Board for building the Center at the intersection of 23rd St. and G St., N.W. Ground breaking is expected to take place in the fall, with completion within 18-20 months. As currently envisaged, the building will have underground parking, two gyms, a jogging track, weight rooms, squash courts, and a "wellness entity" associated with the School of Public Health. According to Michael Pellar, there is a plan to charge for use of the Center¹. The Athletic & Recreation Committee instructed the Chair to meet with representatives of other Senate Committees to examine the imposition of use charges. A meeting was held with representatives of the Fiscal Planning Committee, the Appt., Salary & Promotion Committee, with an invitation to the Administrative Affairs as They Affect the Faculty Committee. A number of areas were discussed, and the ad hoc inter-committee group will meet later this spring.

Student intramural and other activities were also discussed. The Committee heard concerns about spectator behavior at athletic contests.

for the Committee: M. Granger, A. Kirsch, T. Lawrence, P. McHugh, D. Paup., J. Regnell, P. Sullivan, C. Toftoy, C. Turley.


David E. Silber, Chair,

**Committee on Professional Ethics
and Academic Freedom (PEAF)**

1997-1998 Annual Report

May 8, 1998

The Committee on Professional Ethics and Academic Freedom held eight meetings during the past academic year, three during the Fall 1997 semester and five in the Spring 1998 semester. The following is a review of the work of the Committee during the 1997-1998 academic year.

The Committee submitted three Resolutions on the following matters: (1) a Resolution calling for an amendment to the Faculty Code regarding leaves of absences; (2) a Resolution on interdisciplinary programs; and (3) a Resolution calling for an amendment to the Faculty Code to minimize the possibility of the award of tenure by default. The Resolution on leaves of absence was adopted by the Faculty Senate at its meeting on November 14, 1997. The Resolution on interdisciplinary programs was adopted at the January 16, 1998 meeting of the Faculty Senate, and the Resolution on tenure by default was also adopted by the Faculty Senate at its January 16, 1998 meeting.

Since two of the Resolutions involved proposed amendments of the Faculty Code, a substantial amount of time and effort was expended by the PEAF on these matters. The third Resolution, relating to interdisciplinary programs, was the product of a joint subcommittee with the ASPP Committee that was formed during the 1996-97 academic year and continued its work into the current academic year. Two members of this year's PEAF Committee, Michael Moses and Diana Johnson, served on that subcommittee. The PEAF Committee reviewed and approved the work product of this joint subcommittee and submitted a proposed Resolution which was adopted by the Faculty Senate, as indicated above.

In addition, the Committee reviewed two other matters brought to its attention by the Administration, and submitted reports of its conclusions to the Faculty Senate. The first related to the Administration's concerns regarding the Faculty Code provisions for a "vote-of-no-confidence" by the faculty of certain administrative officials, and the Administration's suggestion that these Code provisions be deleted. Three or four meetings of the Committee focused on this matter, and a detailed twelve page report, specifying the numerous reasons why the Committee felt that the "vote-of-no-confidence" provisions should be retained in the Faculty Code, was submitted to the Executive Committee of the Faculty Senate, and was then presented to the Faculty Senate at its meeting on April 10, 1998. The Administration also raised concerns about GWU's present emeritus program, suggesting that the program be reviewed and possibly revised. David Robinson of the PEAF Committee undertook review of this matter and submitted a draft response for review by the Committee at large. Certain modest revisions were suggested, and the report was then adopted by the PEAF Committee, in which it was concluded that the present emeritus program should be retained as is. The report will be presented at the Faculty Senate meeting on May 8, 1998.

In addition to the above, a number of other matters were reviewed by the Committee during the current academic year. Vice President Lehman sought counsel from the Committee regarding four or five "permanent" Instructors who were believed to be in violation of the Faculty Code provisions regarding the maximum length of time that faculty members could be employed at GWU at the "Instructor" level. This matter was discussed at several PEAF meetings, and after a close review of the Code provisions, it was determined that the prohibitions applied only to tenure-track faculty. Since the individuals in question were not tenure-track, there was no prohibition in the Code on the length of time that they may serve as "Instructors." The Committee so advised Vice President Lehman in writing.

Again at the Administration's request, the PEAF Committee reviewed an allegation of impropriety regarding op-ed piece in a newspaper written by an individual with an affiliation with GWU who noted his GWU position at the end of the piece. The PEAF Committee studied the problem and submitted a written report to the Executive Committee in which it concluded that the individual in question was in compliance with the Faculty Code, since he did nothing other than note his affiliation with GWU, and did not give any indication that the views he expressed were made on behalf of the University.

The PEAF Committee has also reviewed three other matters, although no definitive action was taken during this academic year. First, a great deal of time was devoted to an in-depth review of the Sexual Harassment Procedures proposed by the Administration for application to administrators, staff, faculty and students. It is our understanding that the Administration has already put the proposed procedures into effect on a trial basis. Thanks largely to the work of Walter Kahn and Robert Harrington, the PEAF Committee has a complete, working draft of the Procedures, with revisions proposed by the Committee. In virtually every instance, the proposed modifications substantially improve the Procedures. Because our study of this matter is almost completed, it is hoped that next year's PEAF Committee will be able to finalize the review by early in the Fall 1998 semester.

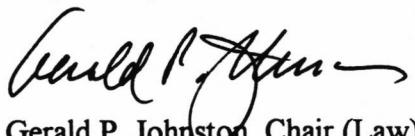
The Committee also undertook a review of the Report of the Special Committee on the Grievance Procedures currently set forth in the Faculty Code, as well as a lengthy critique of that Report received from the Administration. A substantial amount of progress has been made on this review, but it was not completed by semester's end. Because of the extensive effort to date, next year's PEAF Committee should be able to conclude the review of this matter during the Fall 1998 semester.

Finally, as a consequence of the Committee's work on the "vote-of-no-confidence" matter, the PEAF Committee again focused on the desirability of proposing an amendment to the Faculty Code to provide specifically for faculty involvement in the reappointment of administrative officials, along the lines of provisions in effect in many universities across the country. This important subject has been on the PEAF Committee's agenda for the last several years, and it is recommended that every effort be made by the PEAF Committee to conclude the review and formulate a recommendation during academic year 1998-99.

In addition to the above activities, three members of the PEAF Committee, Robert J. Harrington, Walter Kahn, and Gerald P. Johnston, also served on a special committee to review the Board of Trustees' proposed Conflicts of Interest provisions applicable to the GWU faculty. This required numerous negotiation sessions with the Board's outside counsel, and many revisions and modifications, but eventually such a Conflicts of Interest Policy and Disclosure Form was proposed by the special committee, then adopted by the Faculty Senate, and ultimately approved by the Board of Trustees.

As indicated above, several matters of considerable importance will be transmitted for consideration by the 1998-1999 PEAF Committee.

Respectfully submitted,



Gerald P. Johnston, Chair (Law)

Members of the Committee

Kurt Darr, Health Sciences Management & Policy

Maxine B. Freund, Teacher Prep & Special Ed.

David Goodenough, Radiology

Robert Harrington, EECS

Diana Johnson, Biological Sciences

Walter Kahn, EECS

Michael Moses, Mathematics

Howard C. Pierpont, Surgery (Emeritus)

David Robinson, Law

Gary Simon, Medicine

Jeffrey Stephanic, Art

the 1970s. The first major breakthrough in the field of molecular biology came in 1953 with the discovery of the structure of DNA by James Watson and Francis Crick. This discovery paved the way for a new era of molecular biology, and led to a better understanding of the genetic code and the way it is used to produce proteins.

Today, molecular biology is a major field of research, with many applications in medicine, agriculture, and industry. It is also a key component of the modern biotechnology industry.

John D. Watson
Francis H. Crick
1953

Major Milestones in Molecular Biology

1953: The structure of DNA is discovered by James Watson and Francis Crick, paving the way for a new era of molecular biology.

1957: The first recombinant DNA molecule is created by Stanley Cohen and Arthur Kornblum.

1961: The genetic code is deciphered by Marshall Nirenberg and George Ochoa.

1973: The first recombinant DNA product is produced by Herbert Boyer and Stanley Cohen.

1977: The first recombinant insulin is produced by Herbert Boyer and George Church.

1983: The first recombinant hepatitis B vaccine is produced by Robert Gallo and Luc Montagnier.

1990: The Human Genome Project begins, with the goal of mapping all of the genes in the human genome.

1996: The first cloned animal, Dolly the sheep, is created by Ian Wilmut and colleagues.

2003: The Human Genome Project is completed, with the sequence of all of the genes in the human genome mapped.

2010: The first synthetic genome is created by J. Craig Venter and colleagues.

(5/8/98)

FACULTY SENATE COMMITTEES
1998-99 Session

STANDING COMMITTEE CHAIRS*
1998-99

EXEC. CTE.
LIAISON

1. ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY
Chair, Professor John R. Harrald Gallo
2. ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT
Chair, Professor Anthony M. Yezer Harrington
3. APPOINTMENT, SALARY, AND PROMOTION POLICIES
Chair, Professor John G. Boswell Boswell
4. ATHLETICS AND RECREATION
Chair, Professor Mary J. Granger Wilmarth
5. EDUCATIONAL POLICY
Chair, Professor Michael J. Sodaro Robinson
6. FACULTY DEVELOPMENT AND SUPPORT
Chair, Professor Murli M. Gupta Harrington
7. FISCAL PLANNING AND BUDGETING
Chair, Acting, Professor Edward J. Cherian Wirtz
8. HONORS AND ACADEMIC CONVOCATIONS
Chair, Professor David E. Silber Robinson
9. LIBRARIES
Chair, Professor Edward D. Berkowitz Agnew
10. PHYSICAL FACILITIES
Chair, Professor Gary L. Simon Boswell
11. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM
Chair, Professor William B. Griffith Wirtz
12. RESEARCH
Chair, Professor Sharon H. Lynch Gallo
13. UNIVERSITY AND URBAN AFFAIRS
Chair, Professor Yvonne Captain Wilmarth
14. JOINT COMMITTEE OF FACULTY AND STUDENTS
Co-Chair, Professor David W. McAleavey Agnew

*Member of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES
1998-99 Session

Executive Committee

Smith A101A	Lilien F. Robinson (CSAS), Chair	4-7094
Phillips 310	Hugh L. Agnew (ESIA)	4-6232
2134 G St. #201	John G. Boswell (GSEHD)	4-7117
Ross 538	Linda L. Gallo (SMHS)	4-3521
Phillips 609	Robert J. Harrington (SEAS)	4-3158
LLibr B303C	Arthur E. Wilmarth, Jr. (GWLS)	4-6386
Mon 403D	Philip W. Wirtz (SBPM)	4-6369
Rice 8th Flr	Stephen J. Trachtenberg, President, <u>ex officio</u>	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chair: Harrald, John R., Engineering Management
 *Cawley, James F., Medicine
 Harizanov, Valentina, Mathematics
 Keiser, John, Pathology
 Mueller, Ralph, Educational Leadership
 McWright, Cornelius, (Emeritus) Forensic Sciences
 Umpleby, Stuart, Management Science

ex officio:

Bortz, Walter M., Vice President for Administrative and Info. Svcs.
 *Gallo, Linda L., Executive Committee Liaison
 Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
 Katz, Louis H., Vice President and Treasurer

ADMISSIONS POLICY, STUDENT FINANCIAL AID, AND ENROLLMENT MANAGEMENT

*Chair: Yezer, Anthony M., Economics
 Chalofsky, Neal, Human Resource Development
 Huve, Gerard, Romance Languages & Literatures
 Jenkins, Robert L., Psychiatry
 Packer, Randall, Biological Sciences
 Prasad, Srinivas, Management Science

ex officio:

Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
 *Harrington, Robert J., Executive Committee Liaison
 Lehman, Donald R., Vice President for Academic Affairs
 Napper, Kathryn, Director of Admissions
 Reynolds, Louisa, Director, Graduate Enrollment Support Services
 Rypkema, Geri, Director, Fellowship & Graduate Student Support
 Selinsky, Brian P., Registrar
 Sigelman, Carol, Associate Vice President for Research & Grad. Studies
 Small, Daniel, Director of Enrollment Management Administration

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

*Chair: Boswell, John G., Educational Leadership
Abravanel, Eugene, Psychology
Carayannis, Elias, Management
*Gupta, Murli M., Mathematics
Hill, Peter P., (Emeritus) History
Kyriakopoulos, Nicholas, EECS
Knowlton, Robert, Biological Sciences
Park, Robert E., Law
Tuazon, Carmelita, Medicine
Vergaia, Isabel R., Romance Languages & Literatures
West, Lynda, Teacher Preparation & Special Education
*Wirtz, Philip W., Management Science

ex officio:

Bortz, Walter M., Vice President for Administrative & Info. Svcs.
*Boswell, John G., Executive Committee Liaison
Kaplan, Susan, Associate Vice President for Human Resources
Katz, Louis H., Vice President and Treasurer
Lehman, Donald R., Vice President for Academic Affairs
Sarkani, Shahram, Associate Dean, SEAS
Stewart, Andrea W., Director, Gelman Library Administration

ATHLETICS AND RECREATION

*Chair: Granger, Mary J., Management Science
Paup, Donald C., Exercise Science
Regnell, Joan, Speech & Hearing
Rowley, David, Chemistry
*Silber, David E., Psychology
Sullivan, Patricia A., Exercise Science
Turley, Catherine, Radiology

ex officio:

Caress, Edward A., Executive Associate Dean, CSAS
Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Friedenthal, Jack H., Dean, National Law Center
Kvancz, Jack, Director of Athletics and Recreation
Warner, Mary Jo, Senior Associate Director of Athletics & Recreation
*Wilmarth, Arthur E., Jr., Executive Committee Liaison

EDUCATIONAL POLICY

*Chair: Sodaro, Michael J., Political Science/IERES
Hufford, Terry L., Biological Sciences
Karcher, Donald, Pathology
Katz, Irving, Mathematics
McGraw, Steve, Emergency Medicine
Youens, Laura, Music

ex officio:

Beil, Cheryl, SASSCOMM, CLLC, Director, Research and Retention
Chernak, Robert A., Vice President for Student & Academic Supp. Svrs.
Futrell, Mary H., Dean, GSEHD
Harter, Elizabeth, Librarian III, Gelman Library
Lehman, Donald R., Vice President for Academic Affairs
Napper, Kathryn, Director of Admissions
*Robinson, Lillian F., Executive Committee Liaison
Selinsky, Brian P., Registrar
Sigelman, Carol, Associate Vice President for Research & Grad. Studies
Small, Daniel, Director of Enrollment Management Administration
Stebelman, Scott, Research Librarian, Gelman Library

FACULTY DEVELOPMENT AND SUPPORT

*Chair: Gupta, Murli M., Mathematics
Detrick, Barbara, Pathology
Maguire, Brian J., Emergency Medicine
*Mergen, Bernard, American Studies
Miller, Wayne C., Exercise Science
*Nagy, Thomas J., Management Science
Reeves, Philip, (Emeritus) HSMP and HCS
Robinson, E. Arthur, Mathematics
Steiner, George, (Emeritus) German

ex officio:

Bortz, Walter M., Vice President for Administrative & Info. Svrs.
*Harrington, Robert J., Executive Committee Liaison
Jackson, Rebecca, Gelman Library
Linebaugh, Craig, Associate Vice President for Academic Planning
and Special Projects
Nutty, David, Associate University Librarian for Information Services
and Technology, Gelman Library
Rogers, Thomas A., Jr., Director, Human Resources Services

FISCAL PLANNING AND BUDGETING

Acting Chair: Cherian, Edward J.
Fife, Jonathan, Educational Leadership
*Griffith, William B., Philosophy
Kwoka, John, Economics
Lang, Roger H., EECS
*Loew, Murray, EECS
Paratore, Salvatore R., Educational Leadership
Smythe, Robert, Statistics
Waters, Robert C., Engineering Management

ex officio:

Beard, Sheila, Assistant Vice President for Budget
Bose洛ovic, Don, Associate Vice President for Finance
Chernak, Robert A., V.P., for Student and Academic Supp. Srvs.
Clough, Craig, Associate Vice President of the Medical Center
Harding, Harry, Dean, Elliott School of International Affairs
Katz, Louis H., Vice President and Treasurer
Lehman, Donald R., Vice President for Academic Affairs
Siggins, Jack, University Librarian
Whitaker, Roger, Associate Vice President for Academic Development and
Continuing Education
*Wirtz, Philip W., Executive Committee Liaison

HONORS AND ACADEMIC CONVOCATIONS

*Chair: Silber, David E., Psychology
Castleberry, Michael, Teacher Preparation & Special Education
Hoare, Carol, Human Development
Perros, Theodore, (Emeritus) Chemistry
Rashid, Martha (Emeritus) Educational Leadership
Regnell, Joan R., Speech & Hearing

ex officio:

Anderson, G. David, University Archivist, Gelman Library
Holland, Sandy H., University Relations
Kasle, Jill F., University Marshal
Lehman, Donald R., Vice President for Academic Affairs
*Robinson, Lilien F., Executive Committee Liaison
Selinsky Brian P., Registrar
Shipway, Lynn D., Special Assistant to the Vice President for
Administrative & Information Services

LIBRARIES

*Chair: Berkowitz, Edward D., History
Glick, Irving I., Mathematics
Harizanov, Valentina, Mathematics
King, James (Emeritus) German
Lowe, John, Geography
Phillips, Terry M., Medicine
Rice, Charles E., Psychology

ex officio:

*Agnew, Hugh L., Executive Committee Liaison
Bader, Shelley A., Director, Medical Library
Lehman, Donald R., Vice President for Academic Affairs
Pagel, Scott B., Librarian, Law Library
Siggins, Jack, University Librarian
Sterling, Christopher, Associate Dean for Graduate Studies, CSAS

PHYSICAL FACILITIES

*Chair: Simon, Gary L., Medicine
Junghenn, Hugo, Mathematics
O'Rear, Charles, Forensic Science
*Peroni, Robert J., Law
Sabelli, Bradley W., Theatre & Dance
Schlagel, Richard H., Philosophy

ex officio:

*Boswell, John G., Executive Committee Liaison
Bortz, Walter M., Vice President for Administrative & Info. Svcs.
Ingle, Alan L., Associate Vice President for Business
Katz, Louis H., Vice President and Treasurer
Linebaugh, Craig, Associate Vice President for Academic Planning
and Special Projects
MacEwen, Virginia, Librarian II & Chair, Gelman Library Space Com.

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

- *Chair: Griffith, William B., Philosophy
- Darr, Kurt, Health Sciences Management & Policy
- Goodenough, David J., Radiology
- *Harrington, Robert J., EECS
- Johnson, Diana, Biological Sciences
- *Johnston, Gerald P., Law
- Kahn, Walter K., EECS
- Lobuts, John, Management Science
- Pierpont, Howard C., (Emeritus) Surgery
- Robinson, David, Jr., Law
- *Simon, Gary, Medicine
- Stephanic, Jeffrey, Art

ex officio:

- Fields, Deborah, Assistant General Counsel
- Friedenthal, Jack H., Dean, Law
- Lefton, Lester A., Dean, Columbian School
- Linebaugh, Craig, Associate Vice President for Academic Planning and Special Projects
- Weston, Beth, Librarian III, Gelman Library
- *Wirtz, Philip W., Executive Committee Liaison

RESEARCH

- *Chair: Lynch, Sharon H., Teacher Prep. & Special Education
- Berman, Barry L., Physics
- Goldberg, Caren, Management Science
- Gastwirth, Joseph, Statistics
- Painter, William (Emeritus) Law
- Romines, Ann, English
- Saenz, Pilar (Emeritus) Romance Languages & Literatures
- Schlagel, Richard, H., Philosophy
- Wessels, Barry, Radiology

ex officio:

- *Gallo, Linda L., Executive Committee Liaison
- Ladisch, Stephan, Director, GWU Institute of Biomedical Sciences
- Mazzuchi, Thomas A., Interim Dean, SEAS
- Siegelman, Carol, Associate Vice President for Research & Grad. Studies
- Stebelman, Scott, Research Librarian, Gelman Library

UNIVERSITY AND URBAN AFFAIRS

*Chair: Captain, Yvonne, Romance Languages & Literatures
Brown, Walter, Educational Leadership
Birou, Laura, Management Science
Nashman, Honey W., Human Services
Steeves, Kathleen, Teacher Prep. & Special Education
Umpleby, Stuart, Management Science

ex officio:

Brock, Melvin, Acting Director, Multicultural Student Services
Demczuk, Bernard, Assistant Vice President for District of Columbia Affairs
Green, Judith, Director, International Services Office
Henderson, Francine, Head, Special Collections, Gelman Library
Katz, Louis H., Vice President and Treasurer
Kee, James E., Interim Dean, School of Business & Public Management
Konwerski, Peter, Campus Activities
Willis, Ronald, Assistant Vice President for Congressional, Federal and State Relations
*Wilmarth, Arthur E., Jr., Executive Committee Liaison

The following Committee is not a Standing Committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS
Faculty Members:

*Co-Chair: McAleavey, David W., English
*Agnew, Hugh L., History
Artz, John, Management Science
Beck, Sylvan, Elementary Education
Fife, Jonathan D., Educational Leadership
Korman, Can E., EECS
Regnall, Joan, Speech & Hearing
Sabelli, Bradley W., Theatre/Dance

ex officio:

*Agnew, Hugh L., Executive Committee Liaison
Beaulieu, Adrian, Director of International Programs, ESIA
Beil, Cheryl, Director, Enrollment Research & Retention
Chernak, Robert A., Vice President for Student & Academic Supp. Svcs.
Donnels, Linda, Dean of Students
Fields, Deborah, Associate General Counsel
Gargano, Michael, Executive Director, Student Activities Center
Lefton, Lester A., Dean, Columbian School
Wooldridge, Annie B., Assistant Vice President

STUDENT MEMBERS: (to be elected)

Co-Chair:

ex officio:

**REPORT OF THE EXECUTIVE COMMITTEE
MAY 8, 1998
PROFESSOR LILIEN F. ROBINSON, CHAIR**

I would like to welcome the new members of the Senate. I look forward to working with all of you. I would also like to thank President Trachtenberg for providing refreshments for this, the first meeting of the new session.

On behalf of the Executive Committee, I have the following brief report:

1. RESOLUTIONS

The Faculty Senate acted upon nine resolutions during the 1997-98 Session. These resolutions have been forwarded to the President for his response. When received, the responses will be distributed with the Senate agenda.

2. ANNUAL REPORTS

Chairs of Senate Standing Committees for the 1997-98 Session who have not yet submitted Annual Reports of their respective Committees are asked to do so for distribution with the minutes of today's meeting. The Executive Committee urges the new Committees to begin their work as soon as possible and hopefully by the beginning of the fall semester. Mission Statements for each Committee will be sent to Committee Chairs from the Senate Office in due course. It would also be highly advisable that outgoing chairs meet with new chairs to discuss pending matters and to transmit committee files.

3. AD HOC COMMITTEE ON COPYRIGHT POLICY

The Executive Committee appointed an Ad Hoc Committee on Copyright Policy. The members are: Professor John H. Carson (SBPM), Kurt Darr (SMHS), Walter K. Kahn (SEAS), John R. Thomas (GWLS), Arthur E. Wilmarth, Jr. (GWLS), Roger E. Schechter (GWLS), Consultant; Associate Vice President Carol Siegelman, and University Librarian Jack Siggins. The Executive Committee has requested the Committee to review the policy with instructions to bring it back to the Senate with a resolution for the September 11th Senate meeting.

4. ANTICIPATED ACTION MATTERS

Two resolutions are scheduled to come before the Faculty Senate in September: a resolution on Retirement Benefits and Incentives, and a resolution dealing with the Z-grade.

5. OTHER SENATE MATTERS

Other items under consideration by Senate Committees are grade inflation, sexual harassment procedures, proposed revision of faculty grievance procedures, faculty issues relating to Mount Vernon, University parking rates, academic accommodation of students with disabilities, and academic calendar.

I wish to extend my best wishes to the Senate members for a healthy and productive summer. The next regular Senate meeting is scheduled for September 11, 1998.

Thank you.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

April 28, 1998

The Faculty Senate will meet on Friday, May 8, 1998, at 2:10 p.m., in the Kayser-Park Room, University Club, 3rd Floor, Marvin Center. (This is the first meeting of the new 1998-99 Session.)

AGENDA

1. Call to order
2. Introduction of new members
3. Approval of the minutes of the regular meeting of April 10, 1998, as distributed
4. Introduction of Resolutions
5. Special Report on Five-Year Financial and Enrollment Data by Professor William B. Griffith, Chair, Fiscal Planning and Budgeting Committee (Report attached)
6. Report on Emeritus Status by Professor Gerald P. Johnston, Chair, Professional Ethics and Academic Freedom Committee (Report to be distributed)
7. General Business:
 - (a) Approval of dates for regular Senate meetings in the 1998-99 Session recommended by the Executive Committee, as follows: May 8, 1998, September 11, 1998, October 9, 1998, November 13, 1998, December 11, 1998, January 15, 1999, February 12, 1999, March 12, 1999, and April 9, 1999
 - (b) Nomination for re-appointment by the President of Associate Professor Scott B. Pagel as the Faculty Senate Parliamentarian for the 1998-99 Session
 - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1998-99 Session (list to be distributed at meeting)
 - (d) Nomination for appointment by the President to the following Administrative Committees: Committee on University Bookstore:

David A. Rowley, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in-Chief, Michael F. Moses, and Jeffrey L. Stephanic; Space Committee: Gary L. Simon, Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: David W. McAleavey, Faculty Co-Chair; John M. Artz, Sylvan S. Beck, Jonathan D. Fife, Can E. Korman, Joan R. Regnell, and Bradley W. Sabelli

- (e) **Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: David W. McAleavey; Trustees' Committee on Development and Alumni Affairs: Murray H. Loew; Trustees' Committee on External Affairs: Yvonne Captain; Trustees' Committee on Infrastructure and Information Technology: Philip W. Wirtz**
- (f) **Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committee: Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael J. Peck, Terrence M. Phillips, Joan R. Regnell, Linda L. Street, Max D. Ticktin, and Catherine Turley**
- (g) **Report of the Executive Committee: Professor Lilien F. Robinson, Chair**
- (h) **Annual Reports from Senate Standing Committees**
- (i) **Tributes**

8. Brief Statements (and Questions)

9. Adjournment*



Brian Selinsky
Secretary

***Note: Following adjournment, a reception will be held for Senate members at 5:00-6:30 p.m. at the City Club, 555 13th St. N.W., Washington, DC.**

THE GEORGE WASHINGTON UNIVERSITY
THE FACULTY SENATE - 1998-99 SESSION

The Faculty Senate meetings for the 1998-99 Session will be held on the second Friday of each month (exceptions: January and May) as follows:

May 8, 1998	January 15, 1999
September 11, 1998	February 12, 1999
October 9, 1998	March 12, 1999
November 13, 1998	April 9, 1999
December 11, 1998	The 1999-00 Session begins on May 7, 1999

Phone Ex Officio Member (stated by the Faculty Organization Plan)
6500 Trachtenberg, Stephen Joel President

Phone Administrative Members (stated by the Faculty Organization Plan)

6510	Lehman, Donald R.	Vice President for Academic Affairs
6393	Selinsky, Brian P.	Registrar
(Appointed by the President):		
6288	Friedenthal, Jack H.	Dean, GW Law School
6161	Futrell, Mary H.	Dean, Graduate School of Education & Human Dev.
6241	Harding, Harry	Dean, Elliott School of International Affairs
6380	Kee, James E.	Dean, Interim, School of Business & Public Mgt.
2987	Keimowitz, Robert I.	Dean of the Medical School and Health Sciences
6130	Lefton, Lester A.	Dean, Columbian School of Arts & Sciences
6080	Mazzuchi, Thomas A.	Dean, Interim, School of Engineering & App. Sc.
4772	Riegelman, Richard	Dean, School of Public Health and Health Svcs.

7337 Pagel, Scott Parliamentarian

<u>Phone</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School</u>
6232	Agnew, Hugh L.	2000	International Affairs
8174	Berkowitz, Edward D.	2000	Columbian School
7117	Boswell, John G.	1999	Education and Human Development
7078	Captain, Yvonne	2000	Columbian School
8417	Cawley, James F.	1999	Medical Center
3521	Gallo, Linda L.	2000	Medical Center
7159	Granger, Mary J.	1999	Business and Public Management
6265	Griffith, William B.	2000	Columbian School
4857	Gupta, Murli M.	1999	Columbian School
7153	Harrald, John R.	1999	Engineering and Applied Science
3158	Harrington, Robert J.	2000	Engineering and Applied Science
3993	Hoare, Carol H.	2000	Education and Human Development
9471	Johnston, Gerald P.	2000	GW Law School
5910	Loew, Murray H.	2000	Engineering and Applied Science
6174	Lynch, Sharon H.	1999	Education and Human Development
6515	McAleavey, David W.	1999	Columbian School
7244	Mergen, Bernard M.	2000	Columbian School
7090	Nagy, Thomas J.	2000	Business and Public Management
4804	Peroni, Robert J.	1999	GW Law School
7094	Robinson, Lilien F.	2000	Columbian School
6808	Silber, David E.	1999	Columbian School
4717	Simon, Gary L.	1999	Medical Center
7412	Sodaro, Michael J.	1999	International Affairs
676	Wilmarth, Arthur E., Jr.	2000	GW Law School
679	Wirtz, Philip W.	1999	Business and Public Management
6755	Yezer, Anthony M.	1999	Columbian School

FACULTY SENATE
FISCAL PLANNING & BUDGETING COMMITTEE

SPECIAL REPORT TO THE FACULTY SENATE

April 22, 1998

1. The budget and planning information in the attached tables was assembled from a broader body of information and data provided to the Fiscal Planning and Budgeting Committee by the Treasurer's Office through Don Boselovic, Associate Vice President for Finance. The Committee traditionally has used this Special Report format to pass through to the Faculty Senate and to the Faculty as a whole budgetary and planning information we thought would be of broad interest, since for the most part the Treasurer's Office does not report such data directly to the Faculty Senate.
2. Budget information is necessarily complex, and any given presentation of financial or other data tends to raise questions not immediately answered by the data. In what follows the Committee has attempted to minimize the complexity of the presentation and to reduce explanatory footnotes as much as possible, in the interests of readability. Fuller tables and more detailed explanations are available through the Committee for those interested.
3. The Committee is also offering very brief interpretative comments on each of the twelve tables, to provide guidance to the Senate as to matters we thought might be of special interest to Members and the Faculty at large.
4. The Committee is grateful to Associate Vice President Boselovic for his extensive and good-humored cooperation with members of the Committee in working up data for our Committee and especially in assembling this information for presentation. We also thank Assistant Vice President for Institutional Research Peggye Cohen for her help in assembling some of the data. Special recognition goes to Prof. Edward Cherian (SBPM) and his subcommittee for their work in designing and preparing this Report.

FOR THE COMMITTEE:



William B. Griffith, CSAS, Chair

FIVE YEAR FINANCIAL AND ENROLLMENT DATA

Summary

With respect to each of the following tables, your attention is drawn to some significant highlights:

Table 1. The University continues to operate on a balanced budget, with a growing annual surplus (revenue - expenses) -- a 16% gain for the 1993-97 period.

Table 2. Net assets are now \$775 million, a 68% increase during 1993-97; a strong position. This balance sheet is for the combined University and Medical Center, and therefore does not relate directly to Table 1: University Income/Expense statement. A directly related balance sheet will be presented next year.

Table 3. The Virginia Campus continues to expand its revenues (104% between 1993-97) and is now beginning to pay-down its outstanding debt. A substantial portion of cost of debt and principal, \$783,000 in 1997, is still paid out of the overall university operating budget.

Table 4. The endowment continues to expand (62% between 1993-97) and we continue to utilize a portion of the investment gains each year; a pay-out rate of about 5.5%. The Committee considers this a reasonable rate of endowment pay-out.

Table 5. The University has invested, and will continue to invest in the Mount Vernon College, to a total of \$24 million from the endowment, until the projected break-even point in 2002. Projected enrollment and operating expense data may be optimistic and further investments may be necessary. The Mount Vernon College acquisition remains a concern for many faculty, and this Committee will continue to monitor this initiative.

Table 6. Priority funding requests for FY 1999 have not all been satisfied. In particular there is a shortfall in Gelman library collection funding, Off Campus Program needs, part-time CSAS faculty funding, and others.

Table 7. Funding for new technology improvements has been increased, but many faculty believe that the amount budgeted will prove inadequate and further funds will be required. Operating budget funds used for technology improvements will be realized from projected tuition increases for new freshmen classes.

Table 8. Off-campus enrollments have been growing rapidly, overall 79% from Fall 1993 to Fall 1997.

Table 9. Undergraduate enrollment continued to grow (20% during 1993-97) and on-campus graduate enrollment increased 8% during the same period. On-campus graduate enrollments are expected to remain constant in the near future, while off-campus offerings are expected to grow in future years. Compared to reporting market basket schools, GWU has the highest (combined) enrollment growth, 10% during 1993-97.

Table 10. Despite 62% growth during 1993-97, GWU's endowment slipped slightly in NACUBO's national rankings, and remains approximately in the middle in comparison with market basket schools.

Table 11. Although the "base capital budget", covering such items as repairs, alterations, and replacement of major equipments, is significantly higher than normal for the current year, major growth in the capital expenditures budgeted between FY 1998-02 will be in new campus construction projects. The largest source of funding for major development projects will be debt financing, with nearly \$135m being added to University indebtedness by 2002.

Table 12. Shows FY 1997-FY 2002 actual and estimated expenditures for the major development projects planned. Note, e.g., major expenditures in FY 99 for the Health and Wellness Center and the Media and Public Affairs Building, with the Science Building coming on line in subsequent years.

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* Data provide by the Office of the Vice President & Treasurer, and Office of Institutional Research

Table 1.

THE GEORGE WASHINGTON UNIVERSITY

INCOME STATEMENTS*
For the years ended June 30th

(in thousands)	1993	1994	1995	1996	1997	% INCREASE 1993 - 1997
REVENUE:						
Gross student tuition and fees	\$ 192,555	\$ 208,319	\$ 230,601	\$ 238,248	\$ 260,783	
Less: Financial Aid	(46,926)	(54,265)	(57,579)	(58,124)	(64,353)	
Net student tuition and fees	145,629	154,054	173,022	180,124	196,430	
Grants and contracts						
Program funds	30,490	30,704	31,911	33,615	37,446	
Indirect cost recoveries	3,961	3,623	3,611	3,730	4,289	
Investment income						
From real estate	6,418	6,558	7,107	103,132	16,319	
Net unrealized gains					44,419	
Other	17,594	7,912	22,480	45,100	15,785	
Auxiliary enterprises	29,848	33,541	37,655	39,464	46,121	
Contributions	9,034	9,728	10,190	14,809	13,268	
Donated gifts in kind					5,953	
Other	6,187	6,909	7,593	8,801	7,838	
Total revenue	249,161	253,029	293,569	428,775	387,868	55.7%
EXPENSES:						
Instruction and departmental programs	100,208	107,940	129,046	133,882	158,543	
Sponsored programs	28,590	28,771	32,198	34,202	37,626	
Student services	20,847	23,003	38,989	41,006	36,615	
Administration and general	22,564	24,277	26,232	28,604	35,451	
Auxiliary enterprises	21,681	23,673	26,947	28,840	37,057	
Maintenance and operation of plant**	18,880	20,506			895	
Uncollectible contributions - time released						
Other	5,834	6,052	8,496	9,122	8,314	
Total expenses	218,604	234,222	261,908	275,656	314,501	39.6% ***
Less equipment purchases included above	7,233	8,204				
Depreciation**	13,880	14,590				
Interfund Transfers - Out (In)						
Mandatory	209	333				
Other	3	305				
Other (Decreases) Increases in Net Assets:						
Debt service and mandatory purposes			(1,805)	(521)	(456)	
(Support)/investment			(716)	360	(12,946)	
INCREASE IN NET ASSETS	23,698	11,783	29,140	152,958	59,965	
NET ASSETS AT THE BEGINNING OF THE YEAR	250,681	274,379	271,059	300,199	453,157	
NET ASSETS AT THE END OF THE YEAR	\$ 274,379	\$ 286,162	\$ 300,199	\$ 453,157	\$ 513,122	87.0%

* These statements are for the University only. They do not include transactions for the Hospital, Medical Faculty Associates, the School of Medicine and Health Sciences, or The George Washington University Health Plan.

In fiscal year 1996, the University adopted the revised standards for financial reporting set forth in SFAS No. 117.

The fiscal year 1995 financial statements were restated to reflect the adoption of the revised standards but earlier years have not been restated.

** Maintenance and operations of plant and depreciation are allocated across expense categories starting in FY95.

*** Represents the percent increase from total expenses, less equipment purchases, plus depreciation in FY93 to total expenses in FY97.

Table 2.

THE GEORGE WASHINGTON UNIVERSITY
Includes University and Medical Center

BALANCE SHEETS

As of June 30th

(in thousands)	1993	1994	1995	1996	1997	% INCREASE 1993 - 1997
ASSETS						
Cash and cash equivalents	\$ 66,250	\$ 71,290	\$ 95,808	\$ 133,738	\$ 81,041	
Accounts receivable, net	70,134	71,667	77,487	80,307	65,670	
Inventory and prepaid expenses	12,093	12,367	9,587	8,095	3,779	
Contributions receivable, net*			8,057	8,102	11,617	
Investments						
Real Estate	66,871	73,606	73,991	71,894	133,212	
Other	236,902	259,839	278,917	395,133	546,164	
Loans receivable, net	21,118	22,370	23,177	23,685	24,013	
Physical properties, net						
Land and buildings	220,142	225,824	239,225	251,683	253,182	
Furniture and equipment	62,389	63,059	68,628	70,000	68,641	
Other assets	8,204	7,851	8,952	9,468	8,122	
Total assets	\$ 764,103	\$ 807,873	\$ 883,829	\$ 1,052,105	\$ 1,195,441	56.5%
LIABILITIES						
Accounts payable and accrued expenses	\$ 63,713	\$ 66,224	\$ 71,225	\$ 75,415	\$ 68,584	
Deferred revenue						
Tuition and other deposits	7,998	16,111	17,512	13,161	15,775	
Grants and contracts prepayments	6,170	9,204	10,757	10,864	13,690	
Group contract settlements	21,546	19,023	5,021	8,620	11,799	
Insurance reserve	33,126	34,690	33,343	35,062	31,148	
Bonds and notes payable	171,960	174,608	182,295	184,808	255,926	
Refundable advances from U.S. Government*			22,222	23,133	23,384	
Total liabilities	304,513	319,860	342,375	351,063	420,306	38.0%
NET ASSETS*						
Unrestricted net assets						
General operating		138	516	(1,202)		
Designated operating		34,221	42,246	46,646		
Capital and investing		381,022	514,774	580,015		
Total unrestricted net assets		415,381	557,536	625,459		
Temporarily restricted net assets		18,937	20,534	16,343		
Permanently restricted net assets		107,136	122,972	133,333		
Total net assets **	541,454	701,042	775,135			68.7%
Total liabilities and net assets	\$ 883,829	\$ 1,052,105	\$ 1,195,441			
<i>Old format</i>						
FUND BALANCES						
Unrestricted	205	4,221				
Restricted	21,721	23,233				
Federal loan programs	19,674	20,578				
University loan funds	3,959	4,550				
Endowment funds	81,792	91,731				
Funds functioning as endowments	149,000	145,543				
Unexpended plant funds						
Reserves for repairs, maintenance and debt service	4,245	6,152				
Building funds	26,850	30,883				
Net investment in plant	152,144	161,122				
Total fund balances	459,590	488,013				
Total liabilities and fund balances	\$ 764,103	\$ 807,873				

* In fiscal year 1996, the University adopted the revised standards for financial reporting set forth in SFAS No. 117. The fiscal year 1995 financial statements were restated to reflect the adoption of the revised standards but earlier years have not been restated.

** The increase in Total Net Assets between 1993-97, \$335 million, is largely (63%) due to increases in the endowment.

Table 3.

VIRGINIA CAMPUS

INCOME STATEMENTS

(in thousands)	1993	1994	1995	1996	1997	% INCREASE 1993 - 1997
REVENUE:						
Degree Programs						
EMIS/MIS-SBPM	\$ 655	\$ 690	\$ 694	\$ 801	\$ 865	
EMBA-SBPM	1,399	1,278	1,443	1,609	1,694	
SEAS	586	1,230	1,618	2,001	2,925	
SEHD	753	978	1,126	1,042	1,198	
Non Credit Programs	832	781	918	924	667	
Program Revenue	4,225	4,957	5,799	6,377	7,348	
Research and Gift Revenue (1)	1,338	1,365	1,966	2,883	4,036	
Total Revenue	5,563	6,322	7,765	9,260	11,384	104.6%
EXPENSES:						
Degree Programs						
EMIS/MIS-SBPM	510	514	450	512	609	
EMBA-SBPM	936	969	1,123	1,203	1,474	
SEAS	753	968	1,340	1,412	1,868	
SEHD	344	520	928	748	856	
Physics		6	18	17	25	
Revenue Sharing (2)				80	101	
Non Credit Programs	667	650	561	740	809	
Program Expenses	3,210	3,627	4,420	4,712	5,742	
General Administration						
Administration	364	332	482	741	774	
Library	271	264	309	370	399	
Physical Plant	252	343	381	405	408	
Marketing	168	196	220	249	239	
Total General Administration	1,055	1,135	1,392	1,765	1,820	
Direct Research Expenses	1,073	1,126	1,548	2,271	3,178	
Classroom buildout		171	204			
Total Program and Research Expenses	5,337	6,059	7,564	8,748	10,740	101.2%
Program and Research Surplus/(Deficit)	226	263	201	512	644	185.0%
Debt Service	1,024	1,142	1,142	1,427	1,427	
Total Surplus/(Deficit)	(798)	(879)	(941)	(915)	(783)	-1.9%
Endowment Transfer	683	344	-	-	-	
Operating Support	\$ 115	\$ 535	\$ 941	\$ 915	\$ 783	580.9%

(1) Includes indirect cost recoveries. Unlike other on or off campus activities, the Virginia Campus' indirect cost recoveries are used as a funding source for the Campus' program expenditures.

(2) Starting in FY96, 40 percent of the prior year's program and research surplus has been allocated to the academic units.

DEBT OUTSTANDING
(in thousands)

	1993	1994	1995	1996	1997
Debt outstanding	\$ 18,000	\$ 18,000	\$ 18,000	\$ 17,715	\$ 17,415

Table 4.

THE GEORGE WASHINGTON UNIVERSITY
ENDOWMENT REPORT

(in thousands)	1993	1994	1995	1996	1997	% INCREASE 1993 - 1997
Market Value of Endowment (net of liabilities)						
Beginning of Year	\$ 297,543	\$ 329,048	\$ 333,796	\$ 369,487	\$ 463,000	
End of Year	329,048	333,796	369,487	463,000	534,300	62.4%
Average	\$ 313,296	\$ 331,422	\$ 351,642	\$ 416,244	\$ 498,650	
Base Payout	\$ 14,963	\$ 15,900	\$ 18,021	\$ 18,605	\$ 23,969	
Supplemental Payout						
Virginia Campus Debt Service	683	344				
SEAS Voluntary Separation Plan			1,538			
Classrooms and Labs	1,000	1,000	1,000	1,500	1,500	
New Academic Initiatives				1,500	1,500	
Mid Campus Quad					350	
Total Supplemental Payout	1,683	1,344	2,538	3,000	3,350	
Total Payout	\$ 16,646	\$ 17,244	\$ 20,559	\$ 21,605	\$ 27,319	64.1%
Payout Rate (Total Payout/Average Market Value)	5.3%	5.2%	5.8%	5.2%	5.5%	
Mean Payout Rate from 1997 NACUBO Study	4.5%	6.0% *	4.7%	4.3%	4.2%	

* Each year, the National Association of College and University Business Officers (NACUBO) issues a report on college and university endowments. Included in the report is a mean payout rate for the institutions which submitted data to NACUBO. The payout rate represents distributions from the endowment expressed as a percentage of the average of fiscal year beginning and ending market values. In all but one year (1994), NACUBO excluded one-time distributions from the endowment in calculating the payout rate. The 1994 mean payout rate is higher than the other years because it includes one-time distributions.

Source: Moody's Report workpapers and Treasury Management Department.

Table 5.

MOUNT VERNON COLLEGE OPERATING RESULTS (a)

(in thousands)	Actual		Budget Projections				
	1996	1997	1998	1999	2000	2001	2002
Revenues	\$ 9,418	\$ 7,367	\$ 6,825	\$ 6,424	\$ 8,574	\$ 10,954	\$ 13,553
Expenditures (b)							
Operating	13,084	11,716	9,907	10,213	10,199	11,048	11,823
Depreciation/Capital	324	423	1,470	1,500	1,500	1,000	1,000
Increase/(Decrease) in Net Assets (c) :							
Mount Vernon College	(3,666)	(4,772)	(4,552)	(6,910)	(4,746)	(3,834)	(3,569)
George Washington University				1,621	1,621	2,740	4,299
Total Increase/(Decrease) in Net Assets	\$ (3,666)	\$ (4,772)	\$ (4,552)	\$ (5,289)	\$ (3,125)	\$ (1,094)	\$ 730

(a) These figures reflect the results of the College's operating activities. In 1997 the College incurred an additional \$1.5 million in one-time expenses associated with its affiliation with George Washington University.

(b) Figures for 1996 and 1997 are based on audited financial statements and include depreciation expense. Remaining figures are based on budget projections, which exclude depreciation expense but include capital expenditures.

(c) Beginning in 1999, revenues and expenses will be allocated to the two campuses based on where students take their classes. The change in net asset figures beginning with 1999 reflect the results of revenue and expense allocations.

GW BORROWING FOR MOUNT VERNON COLLEGE

(in thousands)	1997	1998	1999	2000	2001	2002
Outstanding Debt	\$ 11,588	\$ 12,258	\$ 12,580	\$ 10,246	\$ 6,062	\$ 1,164

Through 1997, the University borrowed approximately \$11.6 million to fund the acquisition and operating deficits of the College. Another \$1 million will be borrowed through 1999 (\$0.7 million in 1998 and \$0.3 million in 1999) to finance the College's operating deficits. Interest expense on this debt is funded from the University's endowment.

Beginning in 2000, as the College's operating deficits are reduced, the endowment will be used to retire the debt.

Through 2002, approximately \$22.8 million from the endowment will have been invested in the College.

Table 6.

FY 99 BUDGET INCREASES(a)
(in Millions)

Faculty & Staff Merit Increases	\$5.0
Undergraduate Aid	2.1
Technology(b)	2.0
Academic Operating Expenses	0.6
Funding to Support Increased Undergraduate Enrollment	0.6
Funding for Part-Time Faculty (CSAS)	0.4
Graduate Aid, including Law	0.4
Law School	0.4
Gelman Library Collection Development	<u>0.3</u>
 TOTAL	\$11.8

(a) Does not include Mount Vernon College.

(b) Includes \$1 million from the operating budget and \$1 million from the endowment.

Table 7.

Technology Funding (\$ in millions)

The following funding levels are proposed:

	Operating Funds	Endowment Funds	Total
FY98	\$2.5	\$2.5	\$5.0
FY99	3.5	3.5	7.0
FY00	4.5	3.5	8.0
FY01	5.5	3.5	9.0
FY02	6.5	3.5	10.0
Total	\$22.5	\$16.5	\$39.0

These funds will be used to:

- 1) Build the campus core backbone
- 2) Improve technology and support for academic programs
- 3) Upgrade administrative systems.

Table 8.

The George Washington University Off-Campus
Five Year Full Time Equivalent (FTE) Enrollments By Level, Fall 1993 to Fall 1997

	<u>Fall 1993</u>	<u>Fall 1994</u>	<u>Fall 1995</u>	<u>Fall 1996</u>	<u>Fall 1997</u>	<u>% Change</u>
Undergraduate						
CSAS	1	1	1	0	0	
SEHD*	0	0	0	0	0	
SEAS	0	0	26	0	1	
SBPM	0	0	0	0	0	
ESIA	1	0	0	0	0	
SMHS**	19	32	0	21	196	932%
SPHHS**	0	0	0	0	0	
TOTAL	21	33	27	21	197	838%
Graduate						
CSAS	139	135	101	119	137	-1%
GSEHD	114	209	237	291	310	172%
SEAS	260	221	196	155	180	-31%
SBPM**	9	45	75	158	199	2111%
ESIA	1	1	2	1	0	
LAW	0	1	0	0	0	
SMHS**	25	40	30	25	29	16%
SPHHS**	0	0	0	0	1	
TOTAL	548	652	641	749	856	56%
Non-Degree						
EFL	0	0	0	1	1	
OUS	172	234	349	286	276	60%
Total	172	234	349	287	277	61%
Off-Campus Total	741	919	1017	1057	1330	79%

Source: Census Enrollment Reports

Full-time Equivalent (FTE) formula:

Undergraduate: full-time headcount + (part-time undergraduate credit hours/12)

Graduate (non-JD and non-MD): full-time headcount + (part-time graduate credit hours/9)

JD: full-time headcount + (part-time JD credit hours/11)

MD: All MD candidates are considered full-time.

OUS: full-time headcount + (part-time OUS credit hours/12)

EFL: full-time headcount + (part-time EFL credit hours/7)

- * SEHD discontinued undergraduate program offerings as of Fall 1995. Exercise Science programs moved to SMHS, the Travel and Tourism program moved to SBPM, and the Human Services program moved to CSAS. All other undergraduate SEHD programs were phased out.
- ** Effective 1997-98, SPHHS was formed consisting of programs from HSMP (previously in SBPM), and Exercise Science and Public Health (previously under SMHS).

Table 9.

The George Washington University Market Basket Schools
 Full-time Equivalent Enrollments by Level, Fall 1993 to Fall 1997
 Total, Graduate and Undergraduate

	1993	1994	1995	1996	1997	% Change
Total						
American University	8604	8311	8440	8435	8397	-2%
Boston University	24330	24797	25134	24977	*	
Duke University	10758	10945	11200	*	11307	5%
Emory University	*	9855	*	10227	10081	
George Washington University	13187	13777	14175	14000	14509	10%
Georgetown University	10867	11154	11519	11638	11534	6%
New York University	*	*	27263	*	*	
Northwestern University	**	**	**	**	**	
Southern Methodist University	7334	7412	7489	7697	7843	7%
Tufts University	7713	7781	7860	7965	8251	7%
Tulane University	9391	9532	9318	*	*	
University of Miami	12561	12449	12437	12472	12493	-1%
University of Southern California	**	**	**	**	**	
Vanderbilt University	*	9622	9624	9815	9823	
Washington University	9403	9434	9371	9546	10191	8%
Undergraduate						
American University	4586	4421	4659	4757	4757	4%
Boston University	14135	14294	14787	14764	*	
Duke University	6013	6054	6166	*	6230	4%
Emory University	*	5751	*	5887	5848	
George Washington University	5609	5901	6082	6300	6716	20%
Georgetown University	5769	5880	5912	5910	5760	0%
New York University	*	*	14091	*	*	
Northwestern University	**	**	**	**	**	
Southern Methodist University	4943	4946	4997	5049	5151	4%
Tufts University	4601	4558	4541	4516	4723	3%
Tulane University	5447	5458	5326	*	*	
University of Miami	8052	7740	7496	7707	7544	-6%
University of Southern California	**	**	**	**	**	
Vanderbilt University	*	5682	5651	5754	5798	
Washington University	5066	5117	5002	5171	5259	4%
Graduate						
American University	2490	2408	2372	2305	2235	-10%
Boston University	6044	6210	6185	6165	*	
Duke University	2022	3260	3358	*	3357	66%
Emory University	*	2408	*	2637	2592	
George Washington University	4665	5080	5163	4895	5039	8%
Georgetown University	2202	2414	2543	2581	2677	22%
New York University	*	*	9230	*	*	
Northwestern University	**	**	**	**	**	
Southern Methodist University	1291	1349	1378	1448	1504	17%
Tufts University	1528	1580	1645	1749	1820	19%
Tulane University	2229	2332	2278	*	*	
University of Miami	2432	2627	2674	2650	2559	5%
University of Southern California	**	**	**	**	**	
Vanderbilt University	*	2750	2801	2882	2832	
Washington University	2920	2854	2951	2933	3492	20%

Source: IPEDS Enrollment Data

Full-time Equivalent (FTE) formula: Full-time Headcount+(Part-time Headcount/3)

* Data not available for some years.

** Data not available for all years.

Table 1

Market Value of Endowment Assets*
For Market Basket Schools (000s)

	FY 93	FY 94	FY 95	FY 96	FY 97	% Change btwn FY 93-97	93 Rank**	97 Rank***
Emory University	\$1,763,518	\$1,691,166	\$2,232,188	\$3,013,112	\$4,273,543	142.3%	8	6
Washington University	\$1,687,413	\$1,737,957	\$2,060,963	\$2,305,686	\$2,798,221	65.8%	10	11
Northwestern University	\$1,308,363	\$1,275,412	\$1,437,000	\$1,763,000	\$1,798,900	37.5%	11	17
Vanderbilt University	\$ 800,632	N/A	N/A	N/A	\$1,339,788	67.3%	18	19
University of Southern California	\$ 669,063	\$ 791,355	\$ 883,798	\$1,022,339	\$1,204,672	80.1%	24	21
Duke University	\$ 669,075	\$ 699,003	\$ 782,093	\$ 966,669	\$1,134,290	69.5%	23	24
New York University	\$ 694,443	\$ 692,461	\$ 741,062	\$ 793,085	\$ 853,838	23.0%	22	31
Southern Methodist University	\$ 427,124	\$ 434,497	\$ 482,981	\$ 562,838	\$ 645,542	51.1%	37	45
George Washington University	\$ 329,048	\$ 333,796	\$ 369,487	\$ 462,738	\$ 534,306	62.4%	53	55
Boston University	\$ 334,507	\$ 339,291	\$ 380,974	\$ 433,717	\$ 484,728	44.9%	56	65
Tulane University	\$ 291,039	\$ 285,000	\$ 333,168	\$ 370,723	\$ 446,355	53.4%	65	74
Tufts University	\$ 214,775	\$ 217,298	\$ 247,191	\$ 289,705	\$ 358,140	66.8%	86	83
University of Miami	\$ 228,311	\$ 239,691	\$ 264,928	\$ 310,481	\$ 347,702	52.3%	80	88
American University	\$ 28,588	\$ 35,938	\$ 38,896	\$ 71,000	\$ 82,815	189.7%	326	269
Georgetown University	\$ 340,505	\$ 340,897	\$ 413,264	\$ 444,872	N/A	N/A	54	N/A

* Data from NACUBO Endowment Studies. Data ordered by FY 97 Market Value. Excludes Life Income Fund Assets.

** Rank within the 437 public and private schools participating in the 1993 NACUBO Endowment Study.

*** Rank within the 495 public and private schools participating in the 1997 NACUBO Endowment Study.

Table 11.

THE GEORGE WASHINGTON UNIVERSITY
FISCAL YEAR 1998 FIVE-YEAR CAPITAL BUDGET SUMMARY
(Excluding the Medical Center)
(In Thousands of Dollars)

<u>PROJECTS</u>	<u>FY 98</u>	<u>FY 99</u>	<u>FY 00</u>	<u>FY 01</u>	<u>FY 02</u>	<u>TOTAL</u>
BASE CAPITAL BUDGET	\$10,769	\$5,230	\$5,285	\$5,215	\$6,052	\$32,551
MAJOR DEVELOPMENT PROJECTS	22,773	46,475	27,900	20,100	27,000	144,248
TECHNOLOGY (a)	4,000	4,000	4,000	4,000	4,000	20,000
TOTAL PROJECTS	\$37,542	\$55,705	\$37,185	\$29,315	\$37,052	\$196,799
 <u>SOURCES OF FUNDING</u>						
OPERATING BUDGET	\$4,139	\$2,994	\$3,525	\$4,085	\$3,285	\$18,028
DEBT	17,748	41,645	27,900	20,100	27,000	134,393
PLANT/GIFTS	9,941	5,550	1,688	1,058	2,695	20,932
ENDOWMENT	5,714	5,516	4,072	4,072	4,072	23,446
TOTAL SOURCES OF FUNDING	\$37,542	\$55,705	\$37,185	\$29,315	\$37,052	\$196,799

(a) Pending the development of a detailed plan beyond FY 98, the budget assumes that \$4 million of the annual \$5 million technology budget will be allocated for capital expenditures.

Table 12.

THE GEORGE WASHINGTON UNIVERSITY
 PROPOSED FY 98 FIVE-YEAR CAPITAL BUDGET
 (Excluding the Medical Center)
 (In Thousands of Dollars)
 Major Development Projects

Building	Description	Actual & Estimated Expenditures Through FY 97					FY98	FY99	FY00	FY01	FY02	Total
New Building	On Campus Housing I	\$19,974	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$22,974
New Building	Health and Wellness Center	2,400	3,000	15,000	1,600	0	0	0	0	0	0	\$22,000
New Building	On Campus Housing II +	0	0	1,500	7,000	9,000	7,000	7,000	20,000	20,000	20,000	\$24,500
New Building	Science Building	0	0	200	8,000	10,000	20,000	20,000	38,200	38,200	38,200	#
Lisner/Stuart Halls	Reprogramming/Renovation	10,100	0	0	0	0	0	0	0	0	0	\$10,100
Lisner/Stuart Halls, Phase II	Lisner-Stuart-Bell Exterior	250	783	0	0	0	0	0	0	0	0	\$1,033
Marvin Center	Renovation and Expansion	500	5,520	8,400	6,700	0	0	0	0	0	0	\$21,120
Gelman Library	Conversion of Firs 6 & 7 to Library Use	300	3,000	2,700	0	0	0	0	0	0	0	\$6,000
New Building	Media & Public Affairs Bldg	800	4,000	16,500	3,700	0	0	0	0	0	0	\$25,000
Mid Campus Quad	Redevelopment	350	1,500	1,450	0	0	0	0	0	0	0	\$3,300
Church, 814-20th St.	Backfill/GW/TV	0	0	0	800	1,000	0	0	0	0	0	\$1,800
Campus Plan	Update	0	100	100	100	100	100	100	0	0	0	\$400
1916 1918 F Street	Convert Townhouses to Faculty Club	0	1,870	625	0	0	0	0	0	0	0	\$2,495
Total Major Development Projects:		\$34,874	\$22,773	\$46,475	\$27,900	\$20,100	\$27,000	\$27,000	\$178,922			

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SUMMARY OF FUNDING

		Debt	Plant/Gifts	Endowment	Total
New Building	On Campus Housing I	\$22,974		\$22,974	
New Building	Health and Wellness Center	\$22,000		\$22,000	
New Building	On Campus Housing II +	\$24,500		\$24,500	+
New Building	Science Building	\$38,200		\$38,200	
Lisner/Stuart Halls	Reprogramming/Renovation	\$10,100		\$10,100	
Lisner/Stuart Halls, Phase II	Lisner-Stuart-Bell Exterior	\$1,033		\$1,033	
Marvin Center	Renovation and Expansion	\$12,220	8,900	\$21,120	
Gelman Library	Conversion of Firs 6 & 7 to Library Use	\$6,000		\$6,000	
New Building	Media & Public Affairs Bldg	\$25,000		\$25,000	
Mid Campus Quad	Redevelopment	0		\$3,300	\$3,300
Church, 814-20th St.	Backfill/GW/TV	\$1,800		\$1,800	
Campus Plan	Update	\$400		\$400	
1916, 1918 F Street	Convert Townhouses to Faculty Club	2,495			\$2,495
TOTAL		\$166,722	\$8,900	\$3,300	\$178,922

Total Science Building Project \$45,000

+ This assumes similar size building at 2350 H St. Site to be determined.

Bold = Projects Included In FY97 Five Year Capital Budget

Italics = New Projects

CAPITALIZED INTEREST AND FINANCE COSTS NOT INCLUDED

